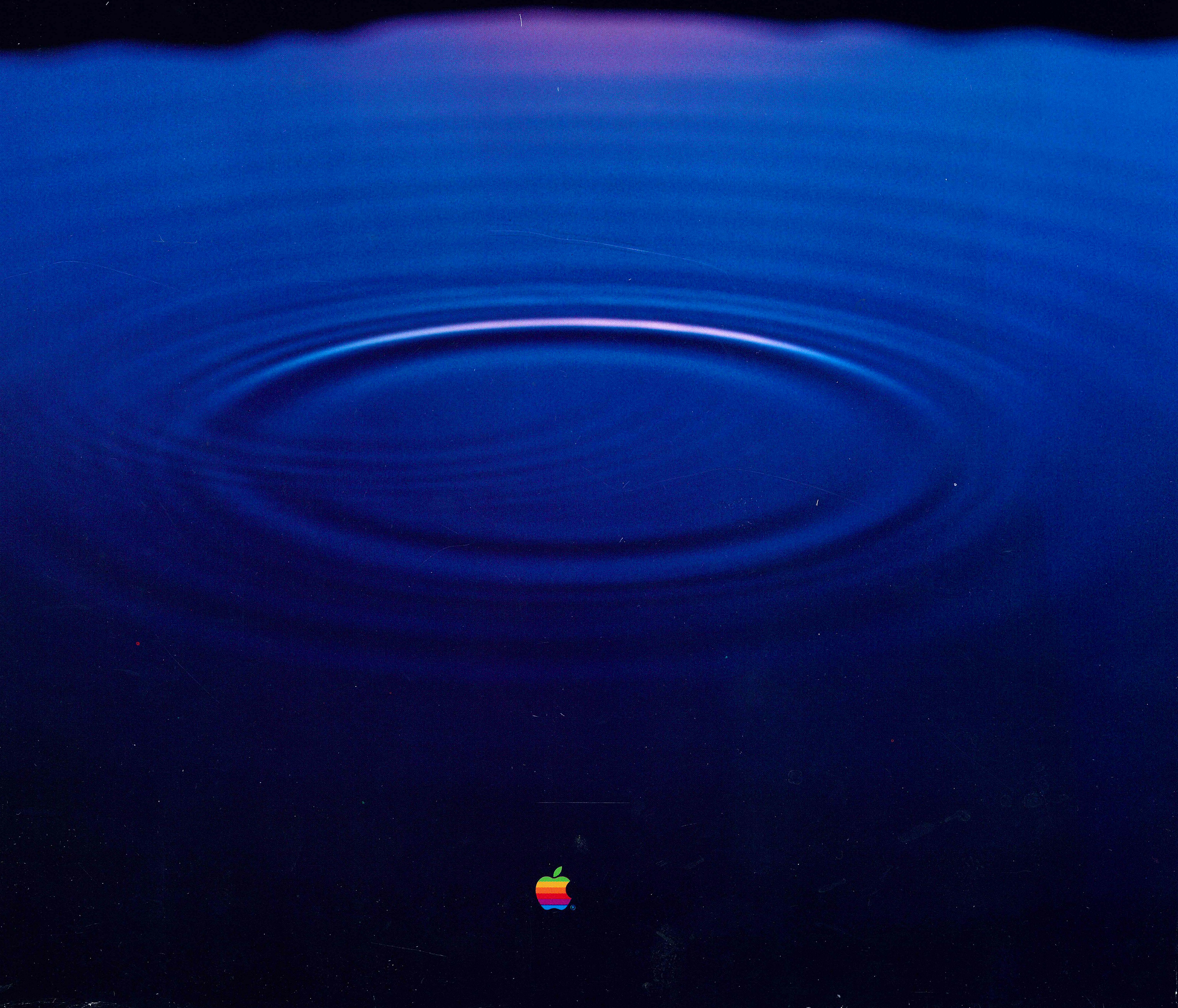
So Far

THE FIRST TEN YEARS OF A VISION



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Text by Rob Price
Design by Jill Savini
Creative Director: Thom Marchionna

PUBLISHED BY APPLE COMPUTER IN CELEBRATION OF OUR TENTH ANNIVERSARY

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THANKS

This book reflects the contributions and inspiration of a good many people—people who deserve far more gratitude and praise than would fit between these covers. If you like this book, thank them:

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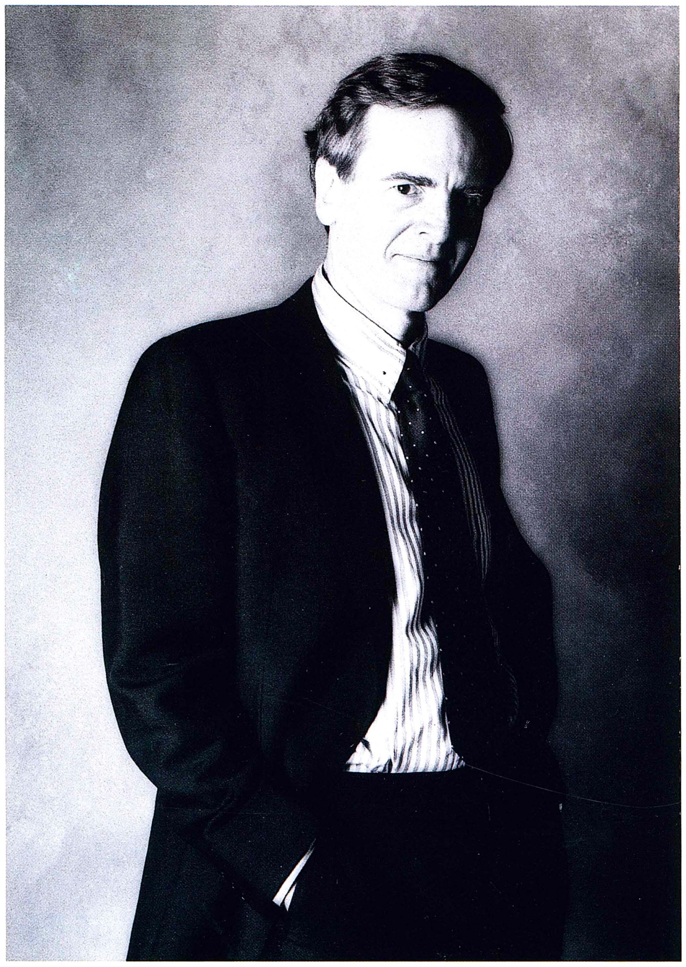
—Thom Marchionna

—Rob Price

—Jill Savini



Apple is a company that marks its milestones. This anniversary is one of those milestones—not because of how much Apple has changed in ten years, but how much the world has changed. And how much we've been a part of that change.

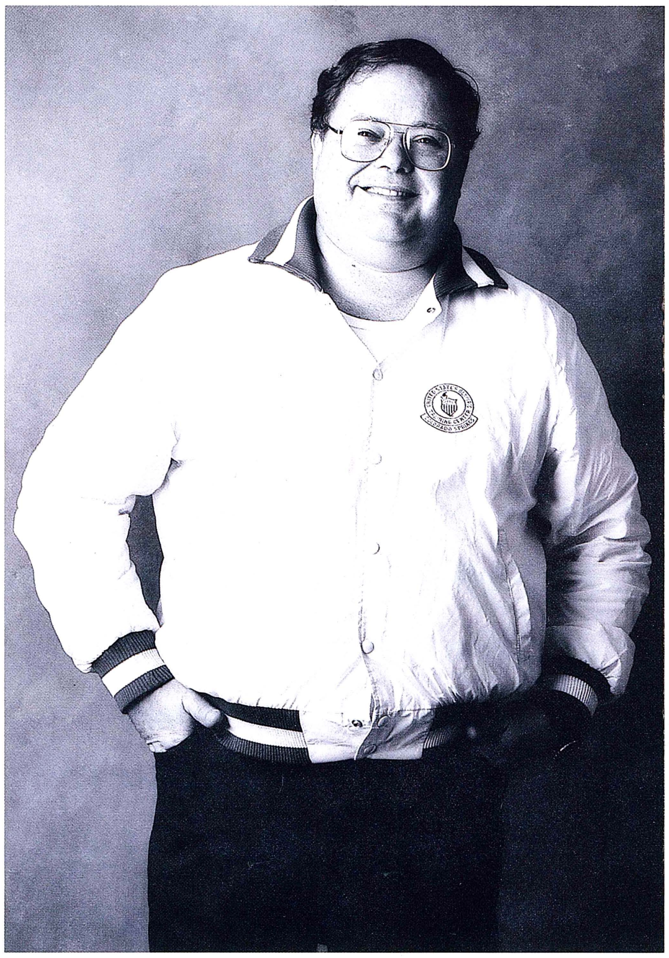
What we're really celebrating is how millions of people have validated a vision that this company was founded on. A vision people have steadfastly believed in throughout these ten years—as turbulent and rollercoaster as they've been—that high-cost computer technology should be brought down to the level of the individual.

It's important to remember that most personal computers started out strictly as a business proposition. Apple started out as a dream. That dream binds the entire Apple community—businesspeople, students, educators, user groups, and third-party developers. It's a dream that crosses all language barriers, cultural boundaries, and national borders. A dream that seems even more real today than it did ten years ago.

A lot of people worried that as Apple grew, its vision would fade. That somehow we'd forget about why we started all this in the first place. But there are far too many people who feel too passionate about our original vision to stand by and let this company ignore its roots.

The vision of "one person, one computer" will always be the soul of Apple. And Apple will always be the soul of our industry.

JOHN SCULLEY, President and Chairman



I approached Apple as a chance to see if all the things I had learned about management would actually work. A chance to do it all fresh.

Those first four or five years were unbelievably fast paced; we were doubling in size about every three months. The last quarter I was at Apple we added five hundred employees and 300,000 square feet—can you imagine that? The plants were all running, no shutdowns, no shortages. The people were pulling together. And the cash flow was always solid—we shipped the first Apple II in June 1977, and had all our debts paid off by that September!

Looking back, a lot of Apple's success today can be traced back to the foundations we laid years ago. I already mentioned cash flow—that's something Apple still does an excellent job of managing. We also computerized Apple's manufacturing and ordering processes long before our competitors got around to doing it.

And we worked very hard at creating what's now called Apple's corporate culture. We made a commitment to make the job fun—block parties, picnics, that sort of thing. We'd have employee meetings once a quarter to bring everyone up to date on what Apple was doing. It was—and still is—a very open organization.

Most of all, though, Apple was the only company that always believed there was a need for a one-on-one computer. The only company that pushed it as a useful tool for the mind, not something that just ends up in a closet. I think that's still true today.

MICHAEL SCOTT, President 1977–1981

Right from the start, Apple had two very strong advantages over everyone else.

The first was a darn good business plan. By 1979 there were fifty or more small computer companies—none of which had the foggiest idea of what they were doing, compared to Apple. We knew exactly where we were going, what we needed, what we were trying to accomplish. We understood that our customers would need to be educated. That there was a potentially gigantic market out there. And that the only way to survive would be to grow as fast as the market or faster. In fact, our very first business plan stated that IBM would be our biggest competitor; we always thought of them as the guys to beat—even though they didn't enter the market until 1981. Other computer companies simply didn't have that depth of understanding. That's why a lot of those names no longer exist.

The second advantage was our people. We always recruited the best—the best financial people, the best manufacturing people, the best marketing people, the best engineering people, the best people for our board of directors. Every one of the disciplines needed to run this company was covered in spades.

There was no luck involved. We had a great product, great people, and a great business plan. We were tough.

MIKE MARKKULA, Cofounder and President 1981–1983

'THIS IS NOT ABOUT COMPUTERS'

IT WAS MY FIRST VISIT TO APPLE, AND I COULDN'T REMEMBER WHEN I HAD LAST FELT SO much anticipation.

Apple.

Over the years I had heard much about this company—a Fortune 500 corporation where faded blue jeans outnumbered starched white shirts; where young people were not just in the majority, but in command.

Their private parties were legendary. Their public events were news. Their leaders were quoted in magazines. Their commercials were talked about on the streets.

They had a hip attitude. A warm personality. A friendly image.

And their computers were like no other.

When I stepped off my flight and into the San Jose Airport, I half expected to find a banner stretched across the concourse: "Welcome to Apple country." Surely at the very least I'd see those rainbow-colored Apple logos plastered to everything that didn't move. Healthy, suntanned men and women sporting Apple ID badges rushing to catch their flights. Macintosh travel cases bouncing against legs.

Wrong.

There were no banners. No logos. No badges. And only one Macintosh in the crowd.

A signboard behind the Hertz counter welcomed visitors who had come to call on half a dozen recognizable high-tech firms. Apple was not among them.

I caught a taxi. The driver wasn't quite sure about the address I gave, but had "a pretty good idea where Apple is."

A pretty good idea!

Is this any way to treat a local hero? Aren't these people proud of what their hometown boys have done? Of the fame and attention Apple has brought to this little stretch of land?

I wrestled with these questions during the twenty-minute drive to Cupertino, and the hodgepodge of buildings clustered around Bandley Drive that is the Apple campus. Slightly embarrassed by my naiveté, I concluded that Apple might not be such a big deal after all.

To this day, I clearly remember my sense of disillusion.

I remember because it was the last time I'd have cause to feel that way about Apple.

One fine day in the sunny California valley south of San Francisco, two engineering whiz kids set up shop in a cramped, cluttered garage and proceeded to spark an electronics revolution.

Steve Jobs and Steve Wozniak, right?

Don't be too sure. The same thing happened forty years earlier, with a couple of young men named Hewlett and Packard. Not to mention scores of Silicon Valley entrepreneurs who've come along since.

If this comes as news to you, join the crowd. In just ten years, an enormous mystique has grown around this company called Apple. Much of it is fact. Some of it (like the presumption that Apple was the first Silicon Valley superstar to be born in a garage) is pure fiction.

Fact or fiction, just about all of it has been accepted as gospel by the legions of people who've been rooting for Apple this past decade. People who relish a good rags-to-riches success story, particularly one in which a couple of kids seemingly turn the corporate world on its ear.

Here's how the Apple story usually goes:

From the 1950s to the '70s, computers were room-sized contraptions—long rows of spinning tapes, cabinets stuffed with wires and glowing tubes. Then along came a pair of outrageous young geniuses, Jobs and Woz. "The two Steves." Since childhood they had shared a dream of bringing computing power to the masses, and now they fulfilled it by inventing the world's first personal computer. Thus Apple set a small-computer revolution in motion and became the most celebrated name in Silicon Valley history. End of story.

If all this were true, my arrival at San Jose Airport probably would have been just as I expected—banners, badges, and all.

But to truly understand the role Apple has had in shaping our world these past ten years, it's wise to do as I was ultimately forced to do. Unload a little unnecessary baggage.

Fact: The years predating Apple were hardly the Dark Ages of computing. Innovation was, indeed, in full bloom; Silicon Valley and other centers of technology were hives of activity. Transistors had replaced vacuum tubes, and integrated circuits had replaced transistors. Mainframes had shrunk in size and grown in power. Minicomputers had come into being and were already affordable to many businesses. Plainly, nobody was dragging their heels.

Fact: Apple's founders were not the first to consider bringing computing down to a personal level. It was a goal Jobs and Wozniak had in common with thousands of other electronics hobbyists around the country. What's more, Xerox had been studying personal computerlike interfaces at its Palo Alto Research Center (PARC) for years. And established computer companies such as Digital Equipment and Control Data had already considered—and rejected—proposals to build a small desktop computer.

Fact: The first small computer was not an Apple. Hobbyist machines such as the Mark-8, Altair, Poly-88, Sphere, Equinox, and IMSAI-8080 had all come before. Broaden your definition of "small computer" just a bit and you could also say that the first ones were the programmable pocket calculators of the early 1970s, or even the minicomputers of the 1960s.

And finally there's the fact that Apple was not the Silicon Valley's first, or only, superstar. The spotlight of public attention had also shone brightly on Fairchild, Intel, Atari, Rolm, Amdahl, Varian, and others.

At this point, I must confess to feeling a bit like the bully who tells his playmates that there's no Santa Claus.

But there *is* an Apple.

And I think you'll find that the truth about Apple is far more colorful, more rousing, and more inspiring than the fiction.

Ten years ago, most letters were written on a typewriter. Most records were kept in file cabinets. Most financial data was confined to the accountant's office. And most people had never seen a computer—let alone imagined they would ever use or own one.

Apple, more than any other company in the world, helped to change all that. If it's hard now to imagine a business or a school without personal computers, it's impossible to imagine personal computers without Apple.

Who's responsible? Who started Apple?

Careful, it's a trick question. Because first you must ask at what point an idea becomes a company.

For instance, you could say it all began in 1976, when twenty-five-year-old Stephen Wozniak built the first Apple® I computer as a lark. Or when an even younger Steven Paul Jobs first suggested to Woz that they sell preassembled Apple I circuit boards to fellow hobbyists.

You could just as easily say that Apple was started by a man named Paul Terrell. After all, it was Terrell who put Jobs and Woz in business by buying fifty Apple I boards for his Byte Shop computer stores. Or perhaps it was started by Alan and Elmer Baum, who lent Jobs and Woz enough money to buy parts for their Apple I boards.

Some would argue that Apple was started by Mike Markkula, the company's first chairman, who somehow built a thriving business around a product that had no apparent value except to a handful of enthusiasts.

Or by Ron Wayne, an original partner of Jobs and Woz who soon sold back his interest for five hundred dollars to open a coin shop.

Then there was Regis McKenna, the Silicon Valley's PR guru who first suggested advertising Apple to nonhobbyists. And Dan Fylstra, who introduced the first software program (VisiCalc) that gave nonhobbyists a reason to buy an Apple. And still others.

But if the roll call of Apple's founding fathers is somewhat murky, at least this much is clear: Apple owes its history, its presence, and its future all to a single, simple vision.

"One person, one computer."

Which is a shorter, sweeter way of expressing a notion that seems no less audacious today than it did ten years ago—the notion that an ordinary person has a right to indulge in the extraordinary power of a computer. That computers ought to be cheap enough, small enough, and easy enough for just about anyone to own and use.

Easier said than done.

And that's precisely why computer hobbyists took up the challenge so eagerly. Hours of tedious soldering, weekends spent scavenging the local electronics shops, and months devoted to horrendous circuitry problems were all just the price to be paid for owning a computer. It was a bonding experience. And month after month, at computer club meetings across the country, gadget buffs would proudly display their latest marvels.

Here's what one of those buffs, Steve Wozniak, remembers about one of those marvels:

"The first day I could buy a microprocessor for twenty dollars, I bought it. I sat down, designed this computer around it, wired it up, took it to the Homebrew Computer Club, and started showing it off. Then I started adding feature after feature after feature. Just so I could say, 'This is a computer—look how few chips it has, and it's all on one little board.'

"It wasn't until months later that Steve Jobs came and said, 'Look, you're handing out schematics at the club, and all the people want to build them. Why don't we make the board and save them the trouble?' I didn't think we could sell these boards. Steve said, 'Yeah, maybe we'll lose our money. But for once in our life we'll have a company.'"

That may go down as the understatement of the century.

At any rate, Woz and Jobs were in business. Their Apple I board—painstakingly assembled in Jobs's garage—was a big hit with the Homebrew group, and for good reason. While other hobbyists were making do with static memory, Woz had opted for a *dynamic* memory chip. It was cheaper and more reliable; it needed less power and it handled more memory.

Never mind that dynamic chips were also a lot harder to design around. It was better. That's what mattered to Woz.

What mattered to Steve Jobs was taking their little circuit board beyond the point of being just a hobbyist's toy. Jobs knew that with the right features, packaging, and promotion, they just might wind up with the one prize so many others had tried for.

A truly personal computer.

Jobs needed help, and for him—as for Woz—only the best would do. Unlikely as it seems, this inexperienced, bearded young man somehow got exactly that: on the business end, Mike Markkula, a former Intel marketing manager and one of the Valley's most admired pros. Regis McKenna, considered tops in high-technology public relations, was persuaded to throw in his lot as well.

From the start, Apple had the right talent. But even before all the key players fell into place, Jobs and Woz had finished work on the right product.

It was not only a new computer. It was a phenomenon.

It was called, naturally, the Apple II.

All of its chips fit onto a single printed circuit board, as they did on the Apple I. But unlike its predecessor—or any other personal computer, for that matter—the Apple II gave its owner plenty of memory, color graphics, sound, a built-in BASIC programming language, and a standard typewriter keyboard. Even the Apple II computer's case was unique—slim and molded from taupe-colored plastic, a far cry from the bulky metal boxes that held most other personal computers.

"The only argument Steve and I ever had was about slots," recalls Woz. "I said there should be eight, and he said there should be two. So we compromised—I said I wouldn't start the company unless there were eight."

Woz got the slots he wanted. Jobs got the computer he wanted.

And Apple got the success that had somehow eluded every other personal computer company.

The reasons for Apple's success go far beyond mere technical features. David Bunnell, a magazine publisher who's watched the personal computer's growth from a front row seat since his days on the Altair team, explains it this way:

"Computer hobbyists were people who believed in freedom of expression and sharing ideas. They wanted to have an impact on society. They wanted technology to give the individual more freedom, more power, more access.

"This was different from the vision of technology being something that just gives power to big organizations. Remember, the computer was the central part of the nightmares we had in the sixties—that society would be controlled by computers.

"Personal computers were the exact opposite of that, a very appealing thought. Apple touched on that in a way no one else had before. That's why there's always been a die-hard, dedicated group of fanatics who love Apple. They'd go to the barricades to defend it."

Just what Apple had "touched on" were human emotions—and quite a few, at that. Freedom and fantasy. Pride and power. Courage and curiosity.

How is it that a machine can touch us so? What is it about personal computers that attracts us? Are they really changing our lives? For better? Or for worse?

These questions deserve answers.

It's now ten years since Apple began to make computers for people who never thought they'd use a computer—high time for a little self-examination. To that end, Apple sent forty-three of the world's most respected photojournalists on a two-week journey across the map: China, Kenya, Greece, India, Holland, Italy, Japan, Australia, Mexico, Switzerland, England, Belgium, Malaysia, West Germany, Sweden, Canada, and throughout the United States.

The people they found, the stories they heard, and the pictures they brought back tell us the real story of Apple. They show us how Apple's vision of "one person, one computer" is faring in the real world. Above all, they reveal just how remarkable we humans can be—given the right tools.

This, then, is not really a book about computers. It's a book about people.

How they think, feel, work, and play.

How they teach, learn, communicate, and create.

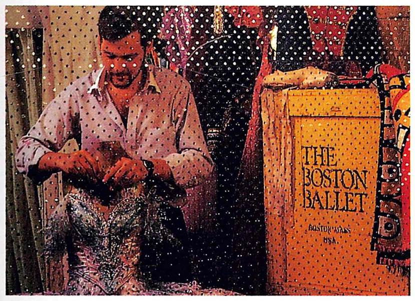
And how Apple, in just ten brief years, has helped change the way they do all that.

—*Rob Price*

FREEDOM

1

I WOULD DENY
THE RIGHTS OF THOSE WHO TERRIFY
AND USE AS CONSTANT TOOLS OF TRADE:
"AREN'T YOU AFRAID? AREN'T YOU AFRAID!"
OF WHAT? I ASK.
"COMPUTERS! AREN'T THEY MONSTERS?
AREN'T THEY BAD?"
—RAY BRADBURY



FACING PAGE:
Boston, Massachusetts—The people behind the curtain at the Boston Ballet have found a way to let their creativity soar while keeping both feet planted on the ground. Their secret: personal computing. Paul Plesh, costume designer (above), reports that Apple II computers free the Ballet's staff from hours of such repetitive chores as sizing the costumes and taking inventory. The computers even assist in planning the dance company's choreography.

TRY AS THEY MIGHT TO AVOID IT, THE FIRST REACTION PEOPLE HAVE TO A COMPUTER IS usually fear.

All the obvious fears are at work here: incompetence, ignorance, embarrassment, intimidation. And the granddaddy of them all: fear of the unknown.

Forget that computers have been around for years. Forget that they're used daily by millions of people. Forget that there have been thousands upon thousands of software programs written for them.

The fact is that *nobody knows exactly what a personal computer can do.* Not even the engineers who build them.

You look at a refrigerator and you know what it's for. Same with a telephone, a copying machine, a power drill.

But a personal computer has no specific purpose. It's a blank canvas. An engine that has no gears, pulleys, or pistons. An appliance without Start and Stop buttons.

It can be nothing.

It can be anything.

And the most terrifying fact of all is that *we* are the ones who must decide which it will be. We invent its need, we choose its uses, we set its limits.

In that light, it's a little easier to understand just why people fear computers:

They give us freedom.

PREVIOUS PAGES:

Annandale, Virginia—Gone are the days when a person would be chained to his or her office until the day's work was done. Royal Collette, Sr. and Jr. both keep a Macintosh at home so they can stay on top of their work without losing touch with their family.

THIS PAGE:

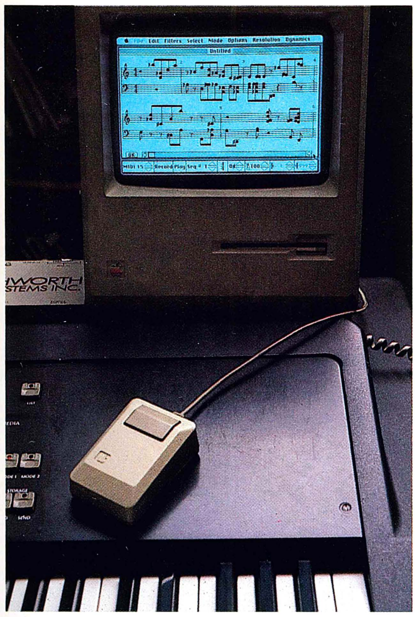
Rosslyn, Virginia—Reporters aren't the only ones on a newspaper staff who live with deadlines. Richard Curtis and the graphic artists of USA Today *must produce a host of new maps, charts, and illustrations to accompany stories in each edition of the nationwide publication. If a drawing can't be produced quickly, it won't be produced at all. That's where* USA Today's *Macintosh computers come in. They allow an artist to produce a clean, finished drawing in minutes, perhaps allowing time to experiment with a variation or two—almost unheard of in this business.*

Freedom to think. To explore. To try. To question. To learn. To do things better and faster, more smoothly, easily, intelligently—or just differently.

In the same year that Jobs and Wozniak introduced the Apple II, a computer scientist named Alan Kay wrote: "For most of recorded history, the interactions of humans with their media have been primarily passive in the sense that marks on paper, paint on walls, even motion pictures and television, do not change in response to the viewer's wishes. [But computers can] respond to queries and experiments—so that the message may involve the learner in a two-way conversation."

Kay (now an Apple Fellow) was talking about freedom.

Not content with computers that could simply crunch numbers and retrieve data, Kay and his team at Xerox PARC were experimenting with a concept they called Dynabook, a personal computer that would be part tutor, part guide, and part detective. Something people could engage in a freewheeling Socratic dialogue, asking whatever questions came to mind. Something that would hold a storehouse of books, letters, songs, drawings, simulations, even things as mundane as our grocery lists, if



we wished. It must be as small and light as an ordinary notebook, they said, perfectly portable and blindingly fast. With typeset-quality text, photographic-quality images, and high fidelity sound.

Pipe dreams? No more than when people speculated a few years ago that personal computers might someday approach the power of a minicomputer—yet be simple enough for a child to learn. (If you doubt that day has arrived, ask Alan Kay; he can show you a videotape of a two-year-old putting a Macintosh™ Plus computer and MacPaint™ software through their paces.)

Granted, personal computing has a long way to go before it'll please the Dynabook visionaries. But promising signs are all around us.

Universities have installed networks that let students chase their studies down a thousand different paths. They can tap the campus mainframe, search the library's card catalog, connect to commercial data bases, and share notes with other students—all without leaving their dorm rooms.

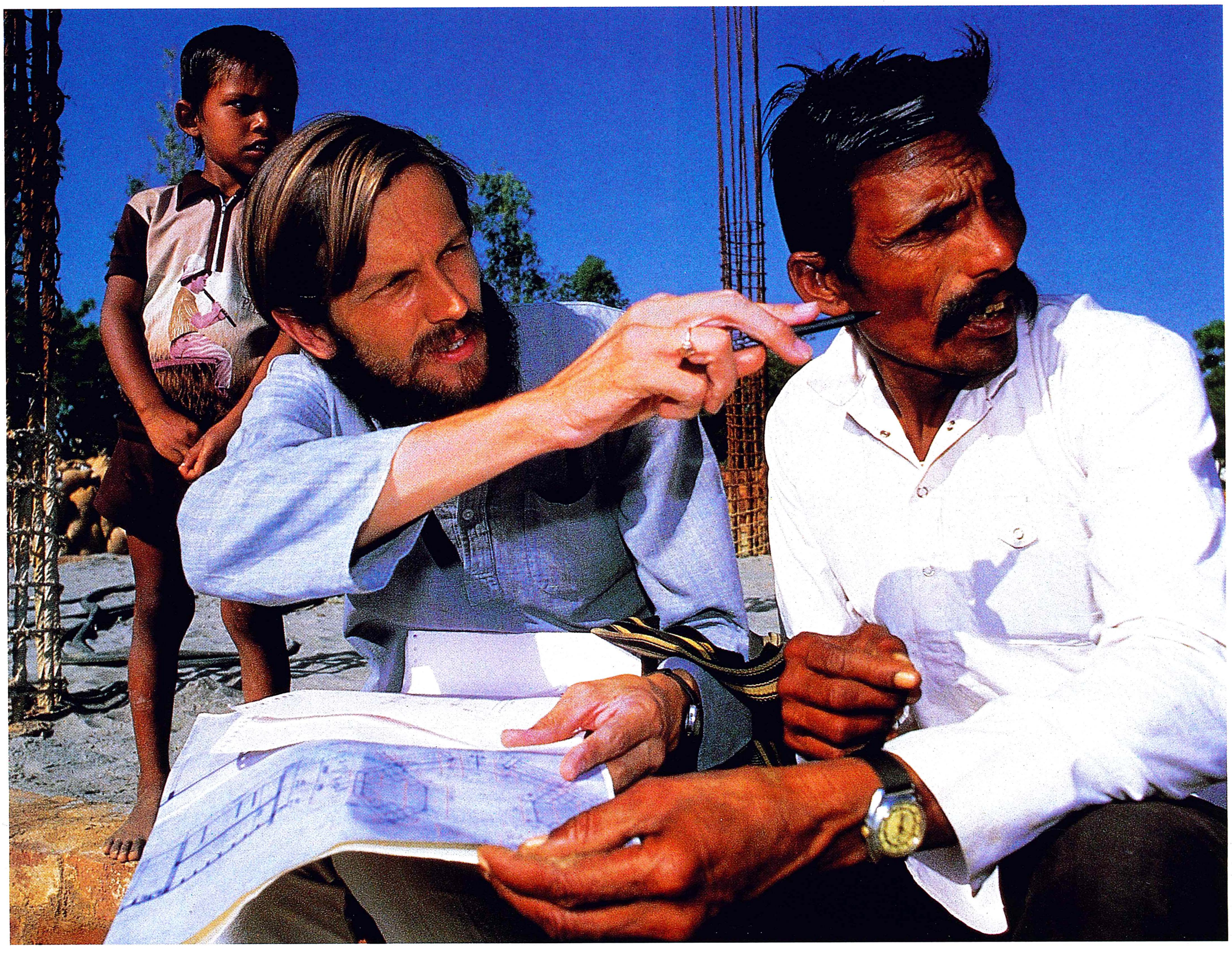
At the same time, personal computers have spawned new possibilities for those whose work takes them away from home—sales reps, auditors, insurance agents, journalists, you name it. Their typewriter, calculator, files, price lists, notes, schedules, ledgers, statistical tables, and appointment book are all packed neatly inside a zippered case. Their office is a client's warehouse one day, a motel room the next. And their company's million-dollar mainframe is never farther than the nearest telephone.

Unfortunately, there's often a sizable difference between what people can do with a personal computer, and what they *are* doing.

The sad fact is that most of us still use our computers to perform the same one or two basic

THIS PAGE:
Boston, Massachusetts—Synthesizers opened a new universe of expression for musician Lyle Mays. Yet they require tricky, very precise setups to produce just the right sounds. Mays, who tickles the keys for the jazz-fusion Pat Metheny Group, relies on his Macintosh to record those settings—and recall them allegro.

Ll Mm Nn Oo Rr Ss
Sit quietly at all times
Chorus
Meeting Place
Parents

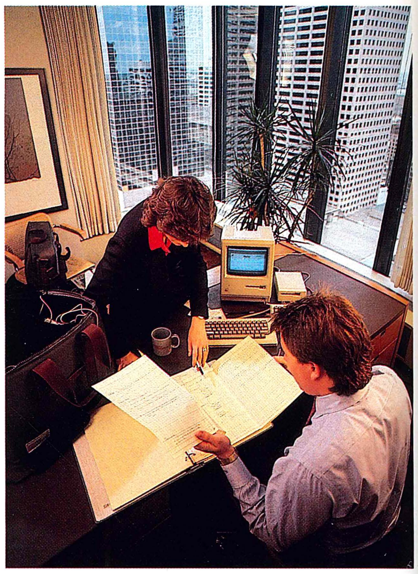


FACING PAGE:

El Cerrito, California—Formed in 1983 by a group of parents, the Disabled Children's Computer Group has grown to include more than a thousand people who recognize the opportunities computers can provide for the disabled. Jackie Brand, executive director, explains the group's mission: "We want every child to use computers in the most appropriate manner to maximize his or her potential to be an independent participant in society. To reach that goal, we demonstrate every available technological adaptive aid, and educate children, parents, teachers, and other interested individuals in their use."

THIS PAGE:

New Delhi, India—Freedom of the mind: that's what Dr. Matthys Cornelissen tries to pass along to the children at the Sri Aurobindo Ashram. Dr. Cornelissen's Macintosh is a big help—preparing classroom materials, conducting research, teaching the Ashram's "New Age" philosophies, and even drafting building plans for a new school under construction.



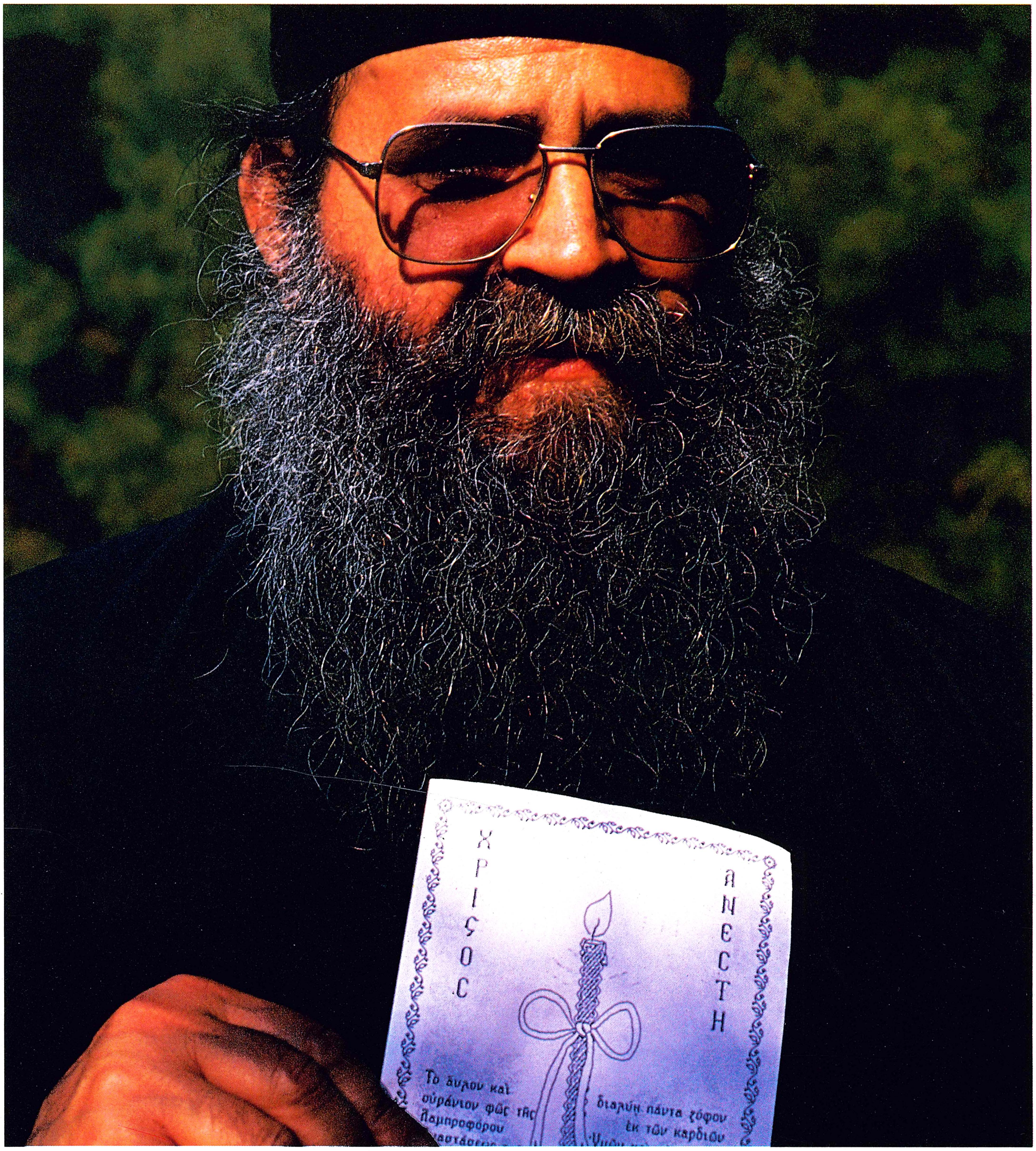
tasks, day after day. Just about everyone in Silicon Valley has an opinion on the reasons why: We need more advanced hardware, more innovative software, more networks, more training, more access.

But perhaps the problem begins a little closer to home.

It seems to be human nature that the more useful a tool is to us, the sooner we're likely to take it for granted. It happened with the telephone, the automobile, the television. And now it's happening with the personal computer.

The difference is that we tend to take computers for granted long before we understand their potential. And once we take something for granted, we stop looking for new uses. That may be fine for a telephone or a TV; their uses are well defined to begin with. But a computer's versatility can never be exhausted.

THIS PAGE:
Minneapolis, Minnesota—An auditing team from Peat, Marwick, Mitchell & Co. reviews inventory data inside a client's warehouse. Peat, Marwick, one of the world's largest accounting firms, owns 4,500 Macintosh computers that travel out into the field with teams such as this. Used on-site in a client's offices, the computers speed up the entire auditing process. Auditors can pull data directly from the client's mainframe, run long calculations in a matter of seconds, and instantly transmit financial statements back to the home office for review by one of the firm's partners.



THIS PAGE:
Mount Athos, Greece—At the Agion Oros monastery, a Macintosh has introduced the resident clergy to more imaginative ways of producing their writings, managing their records, and, yes, even designing their Easter cards.

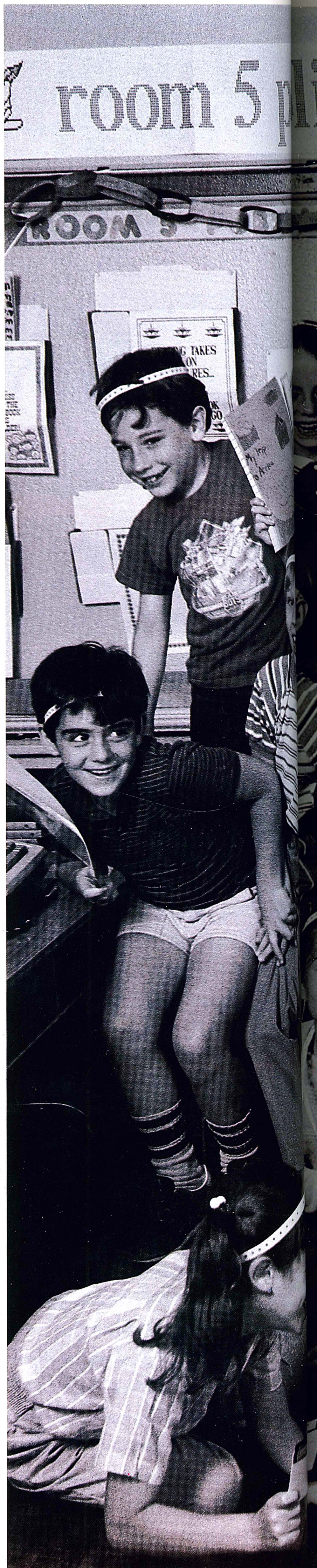
FOLLOWING PAGES:
Highland Park, New Jersey—Once you eliminate the stumbling blocks, kids can learn anything a lot more easily. Take Harriet Schweitzer's third graders, for instance. When they use an Apple to create storybooks and science reports, the children needn't worry about their handwriting, or about messing up their papers with revisions. That makes it easier to concentrate on the content of their writing, not just on its neatness. "They know that what they write is easily correctable," Schweitzer says, "so they try things they never would have tried before."

Consider that other great "freedom machine," the automobile—remarkable in the fact that it can transport you to the market, to school, to church, across town, or across the country.

There's a catch, though. Each type of vehicle is designed for a fairly narrow set of uses. There are sports cars, limousines, station wagons, pickup trucks, campers, moving vans, off-road vehicles—and most of us can afford to own only one or two of them.

But now imagine having a single, all-purpose chassis and motor, over which you can easily drop any of a thousand different body styles!

That's precisely the type of freedom a personal computer makes possible. The same machine is equally adept at chemistry experiments, letter writing, bookkeeping, crop planning, speech synthesis, robotics, stock market analysis, budget planning, and French lessons. It can be a chess partner, a



musical instrument, a sketch pad, a dance instructor, or a painter's palette.

Such complete freedom is new to us. All our lives we've used tools and machines designed with a specific purpose in mind. But never, *never* one that let us decide what that purpose might be.

It's hardly surprising, then, that we hesitate to exercise our freedom at first. After all, a bird that's been caged all its life won't fly away the instant its cage door has been opened.

In time, though, the bird's instincts overtake its fears.

And if the people pictured here are any indication, it appears that our instincts do the same.

SO, LOOK! THIS IS A BOOK!
BUT NO PAGE TURNS.
ONLY BENEATH THE METAL BURNS
SUCH STUFFS AS ALL NEW TIMES ARE MADE OF.
SO, COWARDS, WHAT *ARE YOU AFRAID OF?*
—RAY BRADBURY

ishing company
ROOM
THE CAT'S OUT OF THE BAG
DON'T MISS THIS ONE IT'S GREAT
EVERYO
THE BIG WATCHES
NEW YO
MY TRIP TO CHINCOTEAGUE ISLAND
BASF
FlexyDisk
MY CATS
File: kids
Select Records
1. equals
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blank
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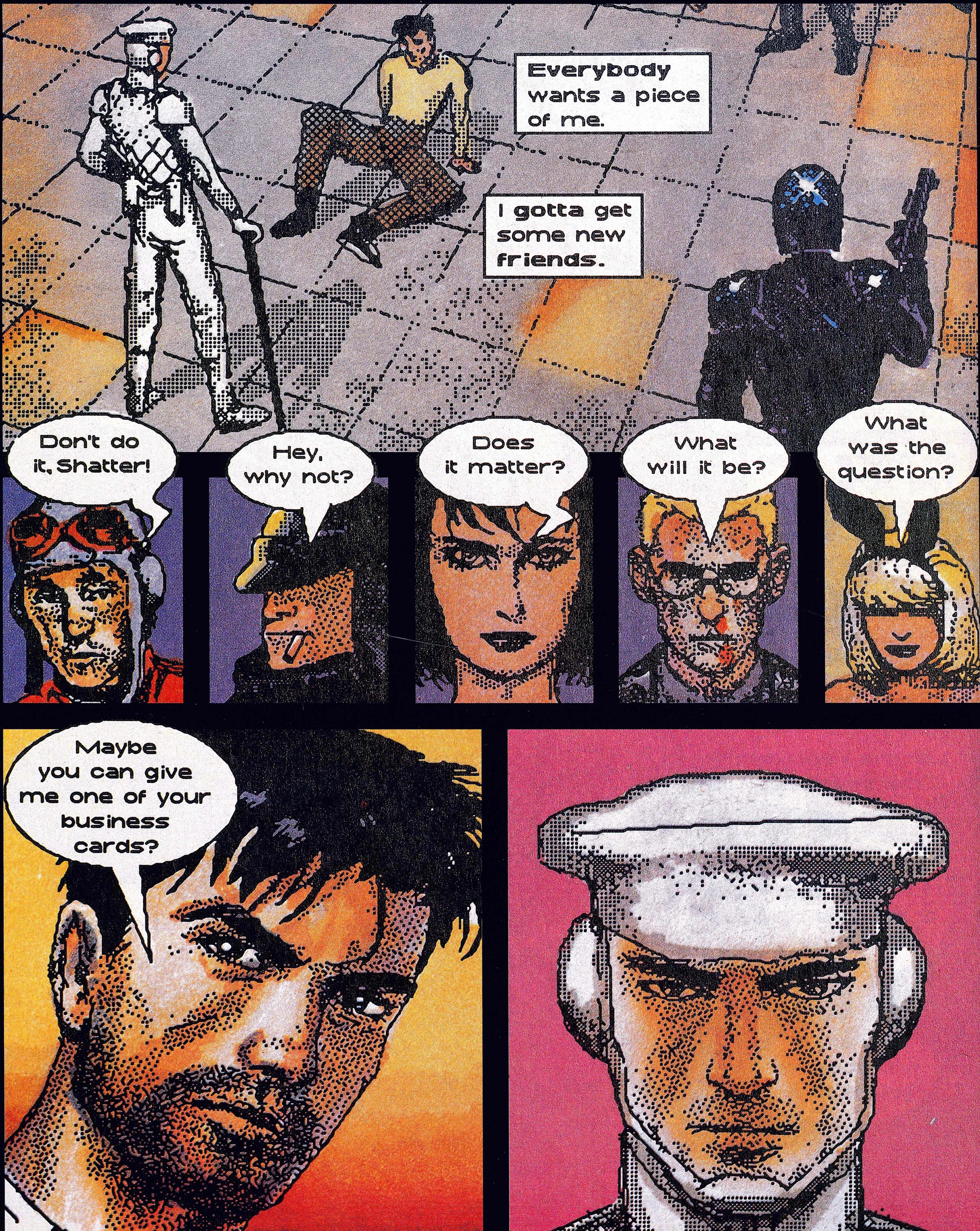
11. does not begin with
12. does not end with


Everybody wants a piece of me.
I gotta get some new friends.
Don't do it, Shatter!
Hey, why not?
Does it matter?
What will it be?
What was the question?
Maybe you can give me one of your business cards?

2

NOBODY REMEMBERS HIS NAME, BUT SOMETIME BEFORE 4000 B.C. A FARMER ALONG THE banks of the Nile decided there had to be a better way to plant his seeds.

All his life he had tilled the soil by hand, using a curved, pointed digging stick. Whether he was inspired by a brainstorm or a backache is anyone's guess, but this much is certain: the farmer realized one day that having a pair of oxen drag an oversized digging stick behind them would make planting quicker, better, and far easier . . . .

Centuries later, in 1608, Hans Lippershey could be found gazing up at the night sky, cursing the limits of human vision. As an optician he had profited from people's weak eyesight. But secretly, Lippershey longed for the power to see far and clear—to the very stars! He had an idea. Back in his shop, Lippershey ground a new set of glass lenses. He fitted them into a cylinder, carried the contraption out into the night, took a deep breath, and peered through one end . . . .

February 1986. It's an hour before suppertime, and two-year-old Amy Farrell is hungry. She wants one of the cookies Mom keeps up on the kitchen counter, out of reach. Amy tries to pull herself up onto the counter, but without luck. Her eyes survey the kitchen, finally stopping on the dog's empty food dish. Amy takes it to the foot of the counter, turns it over, steps aboard, and reaches. Almost there. Encouraged, she races across the kitchen to retrieve the telephone directory. She drops it onto the overturned dish, and tries again.

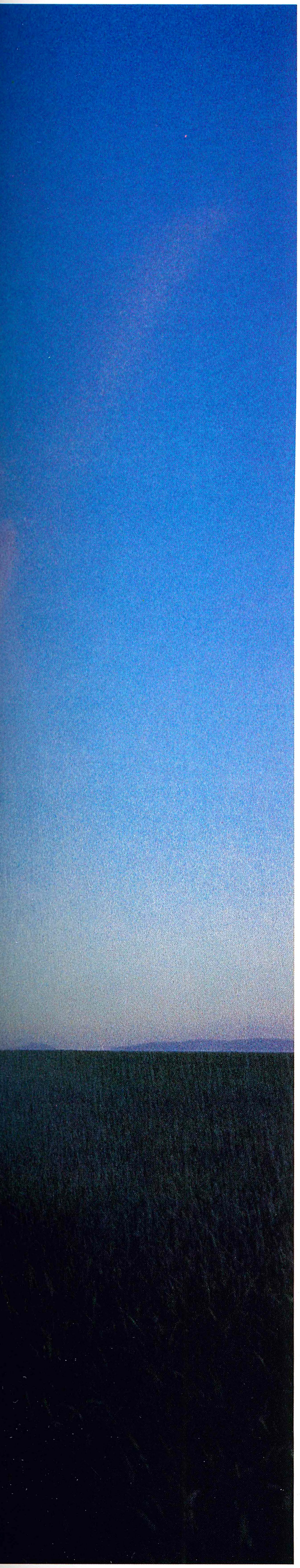
DaVinci. Franklin. Edison. Marconi.

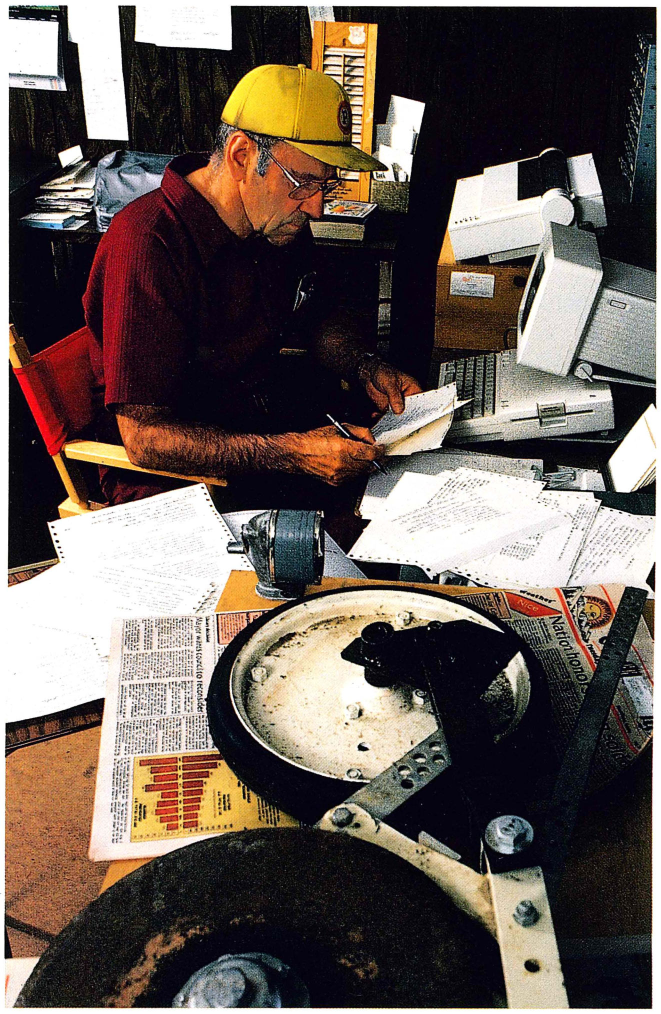
Their names are heroic to us; their inventions fill our homes and our history books. Yet, in the rush to canonize such luminaries—yes, even Wozniak and Jobs—many of us tend to overlook an even more thrilling source of ingenuity:

Ourselves.

FACING PAGE:

*Chicago, Illinois—*SHATTER *is an appropriate name for this unusual comic book—its production methods break all the conventional rules for publishing a comic book series. Drawings and text are created on a Macintosh, then printed and hand-painted. Aside from producing* SHATTER*'s one-of-a-kind style, editor Rick Oliver explains, Macintosh has also set new standards for the time and expense that usually go into the making of comic book art. "Normally we'd need a penciller, a calligrapher, and an inker to handle production," Oliver says. "But with the Macintosh, one artist does all the steps."*





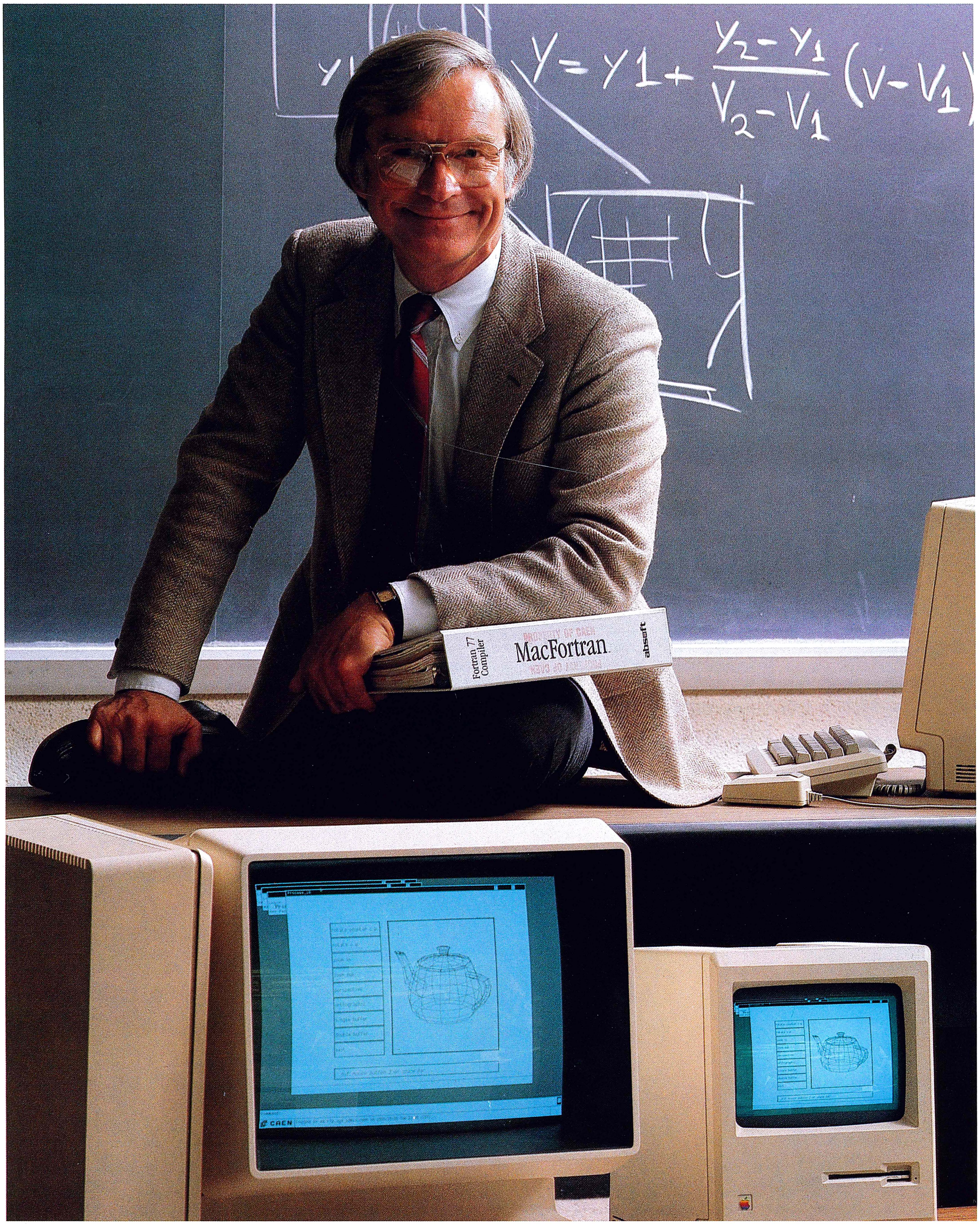
BOTH PAGES:

Blackfoot, Idaho—When the price of everything from seed to combines started going through the roof, Jesse Griffith decided to hire a new farmhand—an Apple II. It may not bale hay, but Griffith's Apple does make it easier to keep his three wheat farms well cared for and running lean. Considering that it costs $40,000 a year in electricity just to pump water to his crops, Griffith figures he can use all the help he can get.

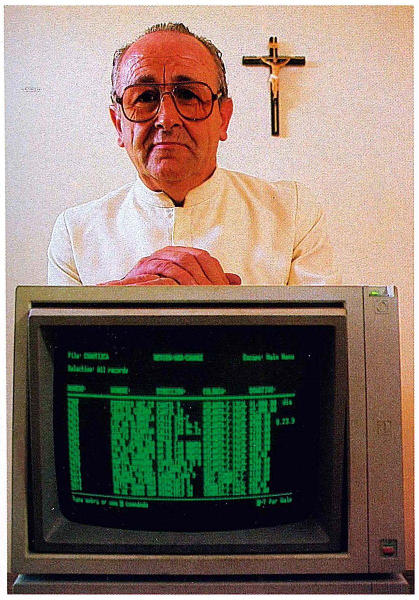
We are all inventors; we love to create things. Tools, mostly. Objects that make it easier for us to get what we want or do what we want. Genius may be rare, but ingenuity is common to us all. And no less abundant in a child than in a Nobel laureate.

But if we all share in this remarkable gift, why do some people seem to think more ingeniously than others?

It's a question Apple has asked since its earliest years. Recalls Mike Markkula, Apple's first chairman: "We had a terrible time interviewing engineers from the big computer companies. The first



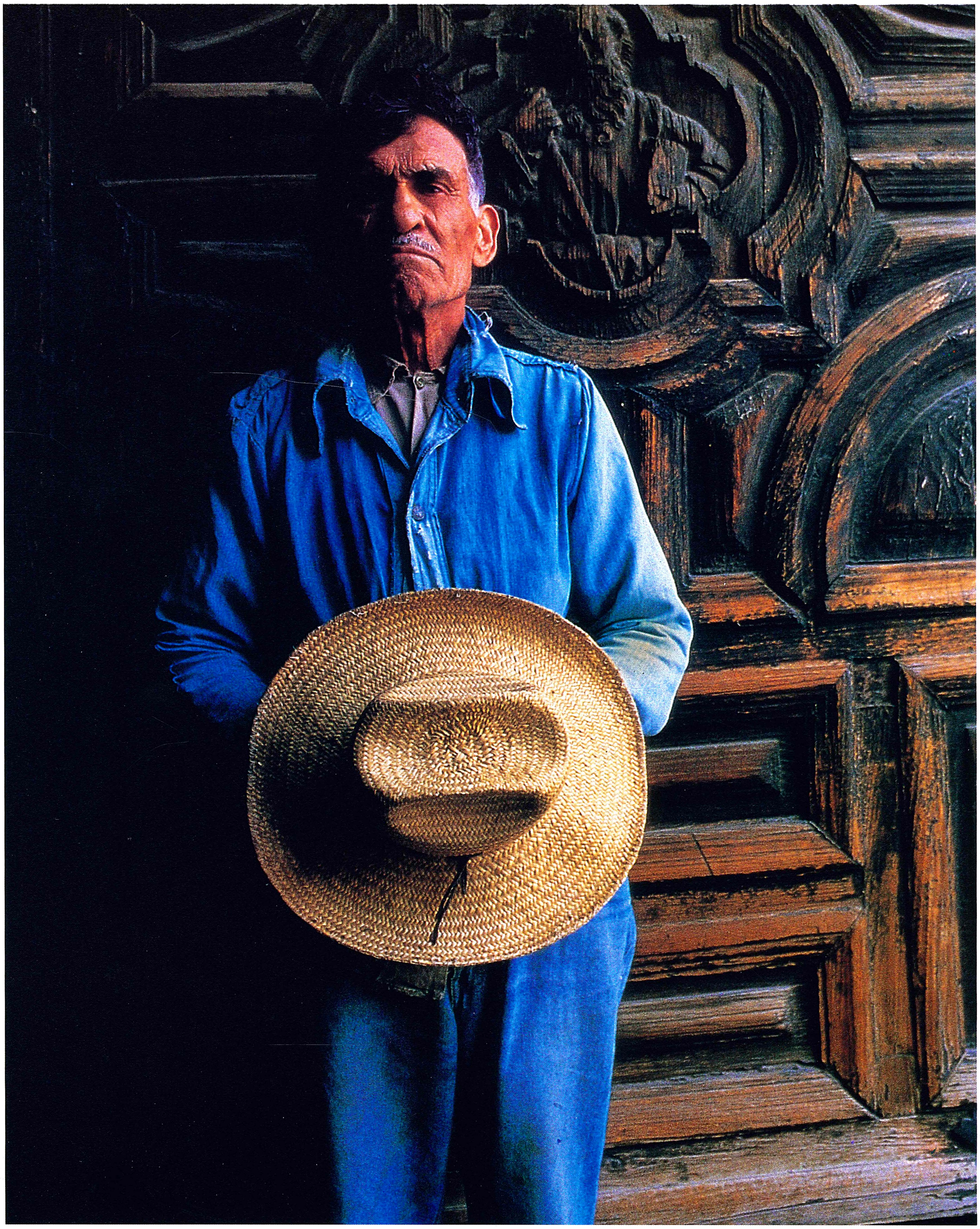
THIS PAGE:
Ann Arbor, Michigan—While many people use personal computers as an extension of their own powers, the University of Michigan uses Macintosh as an extension of another computer—a $50,000 Apollo engineering workstation. Professor Dick Phillips explains: "Our MacApollo project takes an inexpensive Macintosh computer and multiplies the access our students have to Apollo capabilities and software. Hook three Macintoshes to an Apollo, and it's like having four Apollo workstations."



thing they'd do is say, 'Why are you using an 8-bit chip? Let's make it a 16.' We were looking for people who'd say, 'I bet I can make that 8-bit chip do everything a 16 could do, for half the price. I bet I can make it run BASIC. I bet I can get it to do graphics. If I'm clever enough, I can make it do anything I want.'"

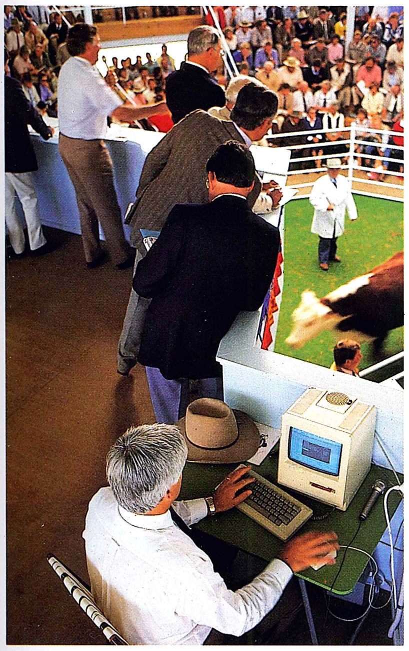
The engineers Apple was looking for were people who, consciously or not, understood why we bother to invent at all.

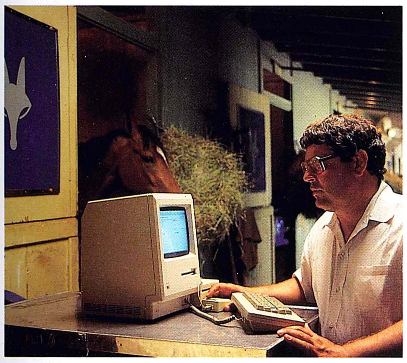
Mater artium necessitas, the Romans said. Necessity is the mother of invention. Others since

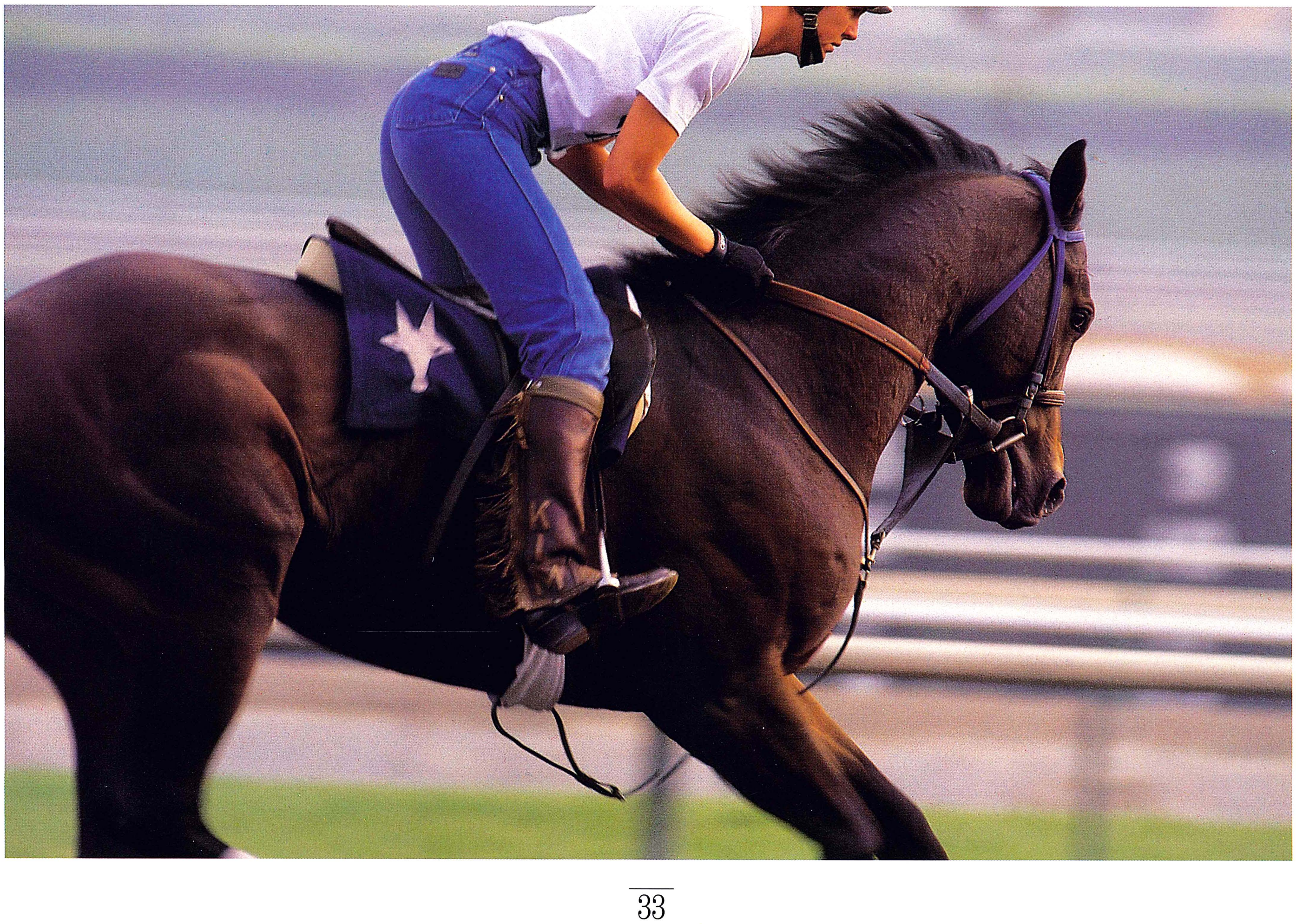


THIS PAGE:

Cuautitlan, Mexico—Like most members of the clergy, Padre Eduardo Escovedo-Cabral feels a duty to keep in close touch with his flock. So whether or not members of the congregation make it to Sunday services, the padre sees to it that they receive church flyers, letters, and notices on a regular basis—all with the help of his Apple IIe.







FACING PAGE, TOP, AND RIGHT:
Moree, Australia—Cattle breeding is part science, part artistry, and part guesswork. But at Rex Harris's stud farm, about a four-hour drive from Sydney, a Macintosh eliminates some of that guesswork. Harris developed a custom software application he calls MacStud, with which he manages virtually every detail of a complex breeding program. Even at the farm's public auction, Harris keeps his Macintosh in motion—recording vital statistics and analyzing breeding data.

RIGHT:
Sierra Madre, California—To keep track of the veterinary records and running times of more than fifteen hundred horses, you need either a very good memory or a very good computer. Horse trainer Darrell Vienna (pictured above) chose the latter—a Macintosh.

have pointed to idleness, laziness, curiosity, frustration, greed, whimsy, and a dozen other motivations.

All of which miss the point.

The deeper reason why we invent—and this is what Apple's best minds have known all along—is that *we refuse to accept our own limitations.* Our bodies can only see so far, lift so much, run so fast, jump so high. And it's just not enough.

So we build tools that extend and amplify our capabilities.

The Nile Valley farmer created a plow to amplify the work of his own hands. Lippershey devised a telescope to magnify the range of his vision. Amy Farrell constructed a makeshift stepladder to extend her height.

The same can be said for nearly any milestone invention: a telephone amplifies our voice, a weapon amplifies our fist, an automobile amplifies our legs, a clock amplifies our sense of time.

And a personal computer?

Well, for years people around Apple have referred to this particular tool as a "bicycle for the mind," a metaphor Steve Jobs explained in one of Apple's earliest ads:

"I read a study about the efficiency of various species in terms of getting from point A to point B

MAIL
BOX
apple //e

ABOVE:
Hanover, New Hampshire—Students and teachers aren't the only geniuses you'll find at Dartmouth College. Take John Lutz, for instance. As head of the school's College Printing Services, he had the bright idea of channeling much of his workload—from first draft to final typesetting—through Macintosh computers. That's saying a lot, considering Lutz's monthly output would form a pile two and a half times higher than the huge smokestack behind his building.

LEFT:
Nowra, Australia—On a plateau high above the Pacific coast, and just a bit south of Wollongong, you'll come across the Associated Australian Pulp and Paper Mill. And should you wander inside, you'll be greeted by a sight that's increasingly common in many of the world's most advanced industrial plants: personal computers. In this case, more than forty Apple II computers are the eyes and ears for mill workers whose job it is to keep paper quality consistent from one day to the next.

with the least amount of energy exerted. The condor won. Man made a rather unimpressive showing about one-third of the way down the list. But someone had the insight to test Man riding a bicycle—Man was twice as efficient as the condor!"

So what the bicycle does for our capacity to walk, a personal computer does for our capacity to think. It can amplify our knowledge, our creativity, our ambition, our cleverness, our memory—even our senses—in ways that we're only now beginning to appreciate.

What if Einstein could have run his calculations out on a Macintosh, instead of a chalkboard? How much more would he have learned? What other questions would he have answered?

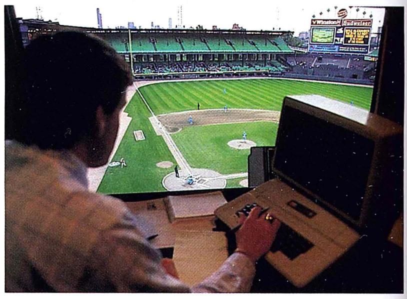
But that's nothing. Imagine a world in which we all own a tool that gives us *a thousand times* the processing power Einstein had. A tool that allows us to ask any question or explore the most abstract ideas, without getting bogged down in details. And without having to search through hundreds of libraries, thousands of books, millions of words for just one bit of information.

By letting computers do what they do best—calculate, search, qualify—we free our minds to do what they do best.

Think. Wonder. Question.

And invent.

THIS PAGE:
Falun, Sweden—How do you get a few personal computers into the hands of as many kids as possible? With a little ingenuity and a big bus. Equipped with eight Macintosh computers, this bus travels among fifteen Swedish communities and plays host to thousands of eager children every year.



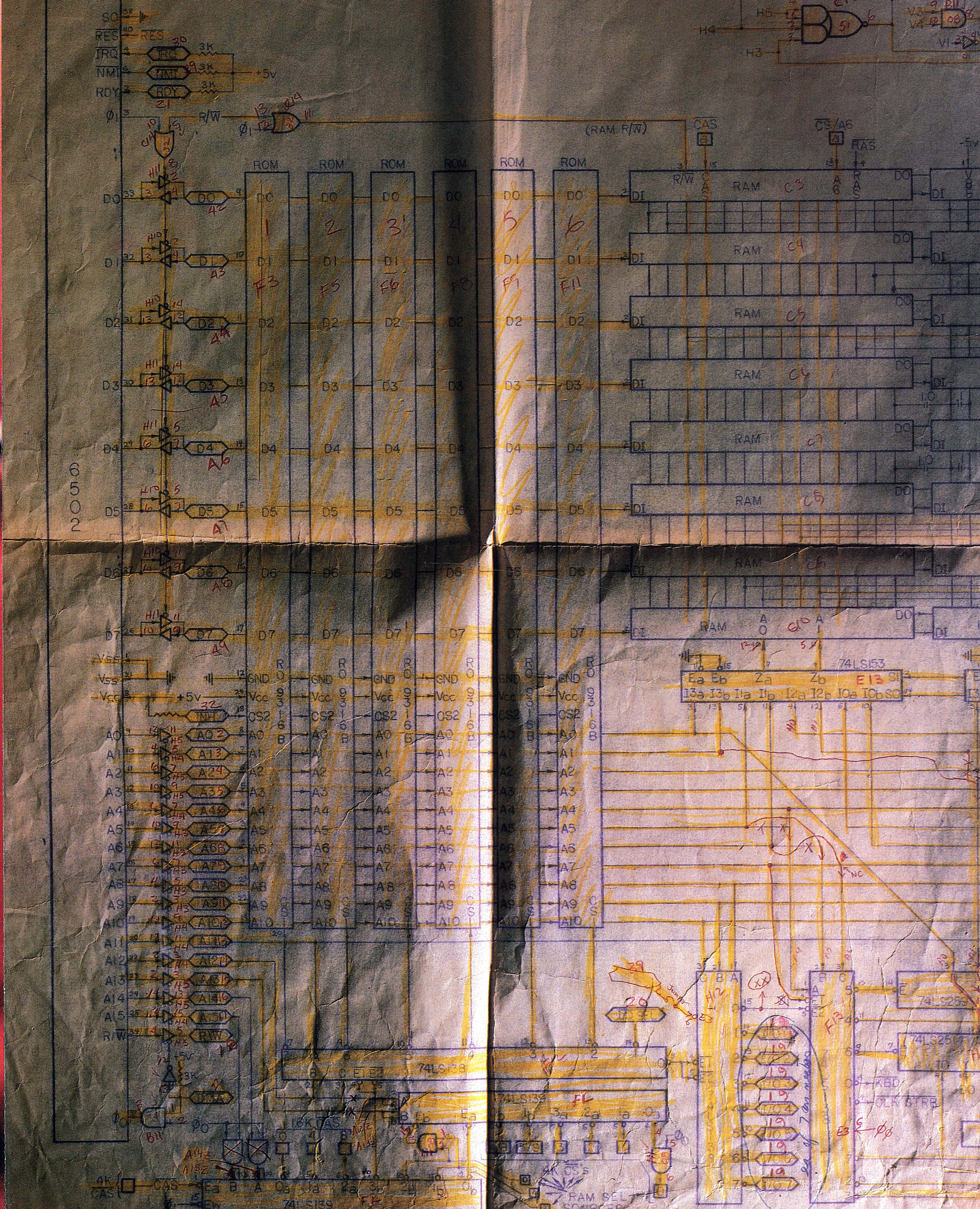
LEFT AND TOP:

Chicago, Illinois—Even a quick thinker like Jeff Chaney, statistician for the Chicago White Sox, can't instantly recall the RBIs and win-loss records for every player and every team in the league—but his Apple IIe can. Chaney enters new statistics into the computer as each new game is played, and no matter how trivial a sportswriter's question may be, Chaney can produce the answer within seconds.

ABOVE:

Geel, Belgium—The keys to handling an emergency are speed and information—both of which are provided by the Geel Fire Alarm Brigade's mobile Macintosh, installed in the commandant's van. Firefighters type in a phone number and instantly receive the address and the fastest route. The Macintosh also stores floorplans of many of the town's buildings, as well as instructions on dealing with a variety of dangerous chemicals.

TIME CAPSULE
1976–1979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CS2
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Vss
RAM
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C6
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DI
DO
74LS153
E13
74LS138
74LS139
74LS251
74LS257
H2
F13
KBD
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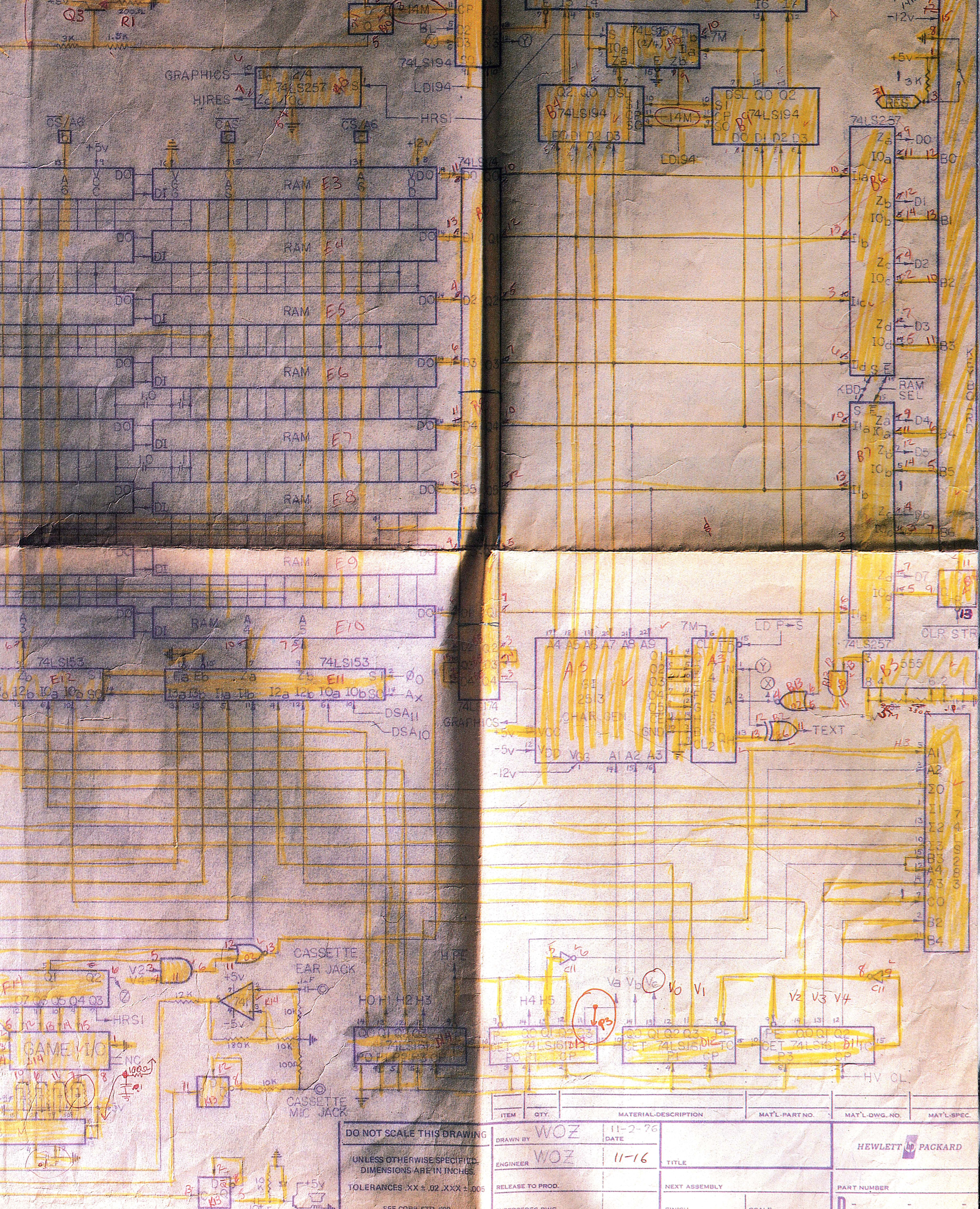
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HRS1
74LS194
14M
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RAM E4
RAM E5
RAM E6
RAM E7
RAM E8
RAM E9
RAM E10
74LS174
74LS153
E12
E11
DSA11
DSA10
Ax
Ø0
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RES
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-12v
KBD
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KEYBOARD
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74LS161
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HV CL
HPE
C11
CASSETTE EAR JACK
CASSETTE MIC JACK
741
K14
12K
180K
10K
100Ω
GAME I/O
NC
HRS1
V2
K13

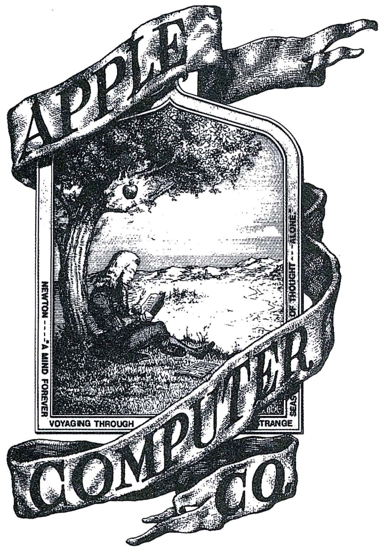
ITEM	QTY.	MATERIAL DESCRIPTION	MAT'L PART NO.	MAT'L DWG. NO.	MAT'L SPEC.

DO NOT SCALE THIS DRAWING

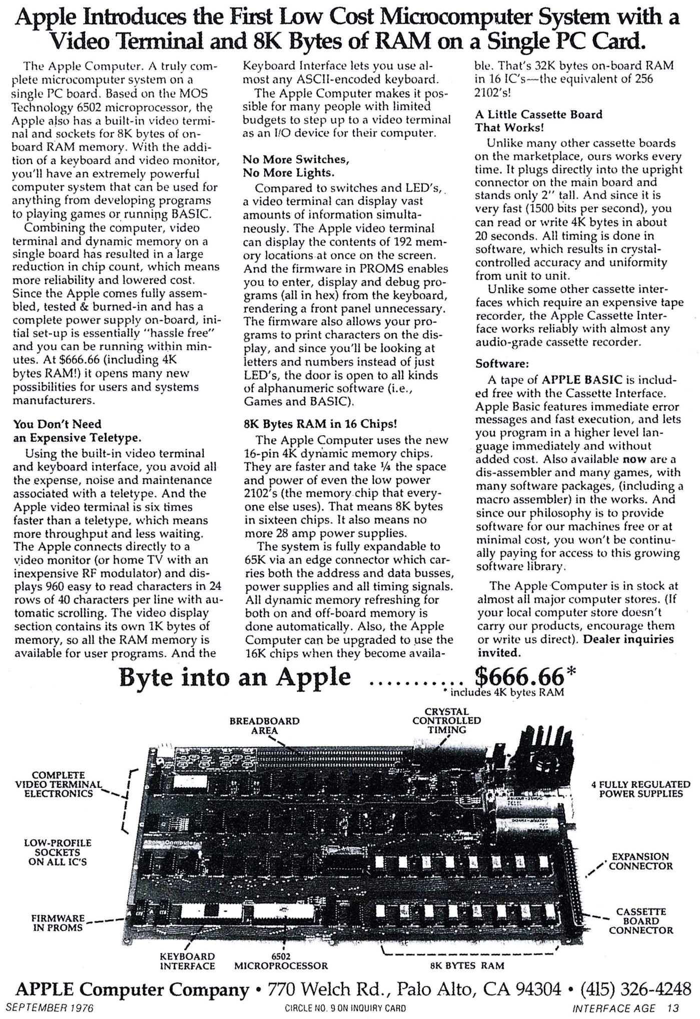
UNLESS OTHERWISE SPECIFIED DIMENSIONS ARE IN INCHES

TOLERANCES .XX ± .02 .XXX ± .005

DRAWN BY WOZ
DATE 11-2-76
ENGINEER WOZ 11-16
RELEASE TO PROD.
TITLE
NEXT ASSEMBLY
HEWLETT hp PACKARD
PART NUMBER D-


APPLE
COMPUTER
CO
NEWTON ... "A MIND FOREVER VOYAGING THROUGH STRANGE SEAS OF THOUGHT ... ALONE."

Apple's first logo, designed by Jobs's and Woz's original partner, Ron Wayne.



Apple Introduces the First Low Cost Microcomputer System with a Video Terminal and 8K Bytes of RAM on a Single PC Card.

The Apple Computer. A truly complete microcomputer system on a single PC board. Based on the MOS Technology 6502 microprocessor, the Apple also has a built-in video terminal and sockets for 8K bytes of onboard RAM memory. With the addition of a keyboard and video monitor, you'll have an extremely powerful computer system that can be used for anything from developing programs to playing games or running BASIC.

Combining the computer, video terminal and dynamic memory on a single board has resulted in a large reduction in chip count, which means more reliability and lowered cost. Since the Apple comes fully assembled, tested & burned-in and has a complete power supply on-board, initial set-up is essentially "hassle free" and you can be running within minutes. At $666.66 (including 4K bytes RAM!) it opens many new possibilities for users and systems manufacturers.

You Don't Need an Expensive Teletype.

Using the built-in video terminal and keyboard interface, you avoid all the expense, noise and maintenance associated with a teletype. And the Apple video terminal is six times faster than a teletype, which means more throughput and less waiting. The Apple connects directly to a video monitor (or home TV with an inexpensive RF modulator) and displays 960 easy to read characters in 24 rows of 40 characters per line with automatic scrolling. The video display section contains its own 1K bytes of memory, so all the RAM memory is available for user programs. And the Keyboard Interface lets you use almost any ASCII-encoded keyboard.

The Apple Computer makes it possible for many people with limited budgets to step up to a video terminal as an I/O device for their computer.

No More Switches, No More Lights.

Compared to switches and LED's, a video terminal can display vast amounts of information simultaneously. The Apple video terminal can display the contents of 192 memory locations at once on the screen. And the firmware in PROMS enables you to enter, display and debug programs (all in hex) from the keyboard, rendering a front panel unnecessary. The firmware also allows your programs to print characters on the display, and since you'll be looking at letters and numbers instead of just LED's, the door is open to all kinds of alphanumeric software (i.e., Games and BASIC).

8K Bytes RAM in 16 Chips!

The Apple Computer uses the new 16-pin 4K dynamic memory chips. They are faster and take ¼ the space and power of even the low power 2102's (the memory chip that everyone else uses). That means 8K bytes in sixteen chips. It also means no more 28 amp power supplies.

The system is fully expandable to 65K via an edge connector which carries both the address and data busses, power supplies and all timing signals. All dynamic memory refreshing for both on and off-board memory is done automatically. Also, the Apple Computer can be upgraded to use the 16K chips when they become available. That's 32K bytes on-board RAM in 16 IC's—the equivalent of 256 2102's!

A Little Cassette Board That Works!

Unlike many other cassette boards on the marketplace, ours works every time. It plugs directly into the upright connector on the main board and stands only 2" tall. And since it is very fast (1500 bits per second), you can read or write 4K bytes in about 20 seconds. All timing is done in software, which results in crystal-controlled accuracy and uniformity from unit to unit.

Unlike some other cassette interfaces which require an expensive tape recorder, the Apple Cassette Interface works reliably with almost any audio-grade cassette recorder.

Software:

A tape of **APPLE BASIC** is included free with the Cassette Interface. Apple Basic features immediate error messages and fast execution, and lets you program in a higher level language immediately and without added cost. Also available **now** are a dis-assembler and many games, with many software packages, (including a macro assembler) in the works. And since our philosophy is to provide software for our machines free or at minimal cost, you won't be continually paying for access to this growing software library.

The Apple Computer is in stock at almost all major computer stores. (If your local computer store doesn't carry our products, encourage them or write us direct). **Dealer inquiries invited.**

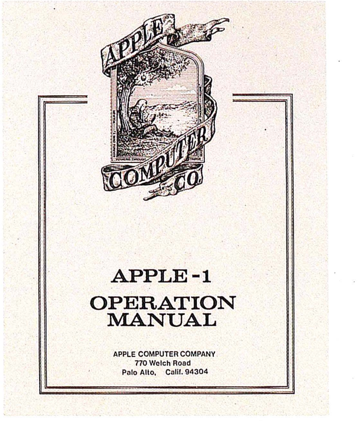
Byte into an Apple $666.66*

* includes 4K bytes RAM

APPLE Computer Company • 770 Welch Rd., Palo Alto, CA 94304 • (415) 326-4248

SEPTEMBER 1976 CIRCLE NO. 9 ON INQUIRY CARD INTERFACE AGE 13

The first Apple ad.

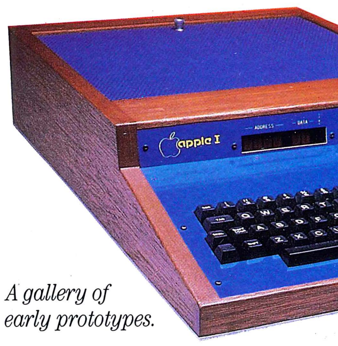


APPLE
COMPUTER
CO

APPLE-1
OPERATION
MANUAL

APPLE COMPUTER COMPANY
770 Welch Road
Palo Alto, Calif. 94304

Just in its second year, Apple already is one of the fastest-growing companies in America — its sales have increased tenfold, and its dealer network has grown to over 300.



A gallery of early prototypes.

1976

MARCH

- Steve Wozniak (26) and Steve Jobs (21) finish their work on a preassembled computer circuit board. The first prototype has taken about six months to design and 40 hours to build. It has no keyboard, case, sound, or graphics. They call it the Apple I.

APRIL

- Jobs and Woz form the Apple Computer Company on April Fools' Day.
- The Apple I debuts at the Homebrew Computer Club in Palo Alto, California.

MAY

- The Byte Shop computer store orders 50 Apple I boards. Jobs sells his VW van and Woz sells his Hewlett Packard programmable calculator, raising $1,350 to finance production.

JUNE

- Jobs meets executives of Regis McKenna Advertising. A McKenna internal memo reports, "Steve is young and inexperienced . . . . On the other hand, [Nolan] Bushnell was young when he started Atari. And he claims to be worth $10,000,000 now."

JULY

- The Apple I board is released for sale to hobbyists and electronics enthusiasts, at a price of $666.66.

AUGUST

- Jobs meets venture capitalist Don Valentine through Atari founder Nolan Bushnell. Valentine, in turn, will refer Jobs to Mike Markkula, who had previously managed marketing for Intel Corp. and Fairchild Semiconductor.

SEPTEMBER

- Six months after Apple is begun, Jobs and Woz are splitting a monthly salary of $250.

NOVEMBER

- Apple's first formal business plan sets a goal for sales to grow to $500 million in ten years. As it turns out, the company will pass that mark in half the time.

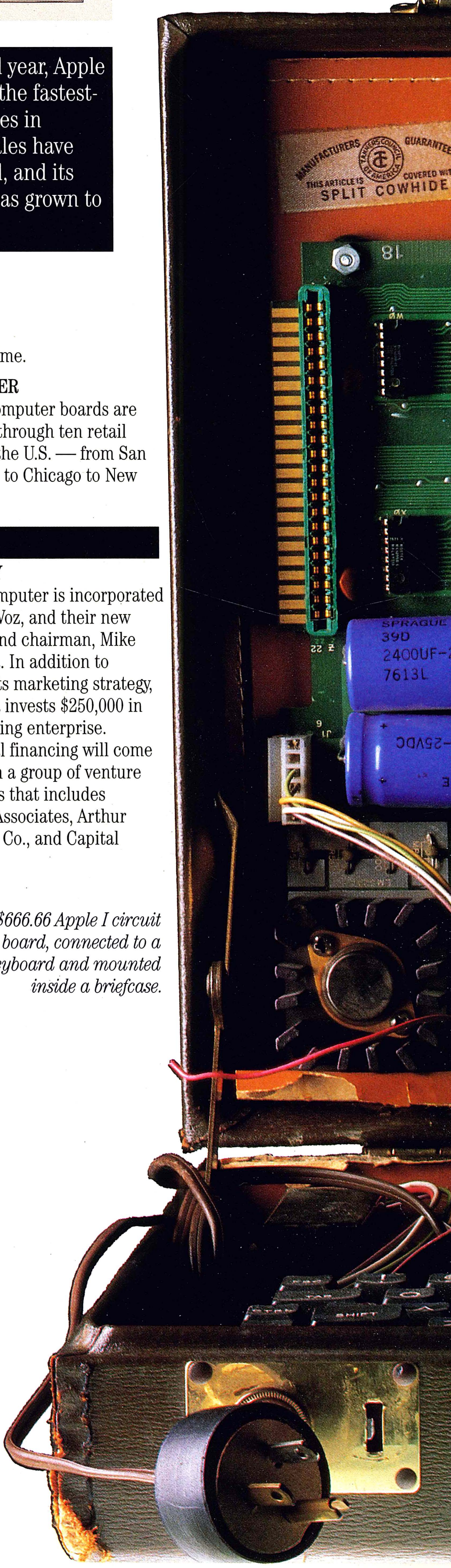
DECEMBER

- Apple I computer boards are now sold through ten retail stores in the U.S. — from San Francisco to Chicago to New York.

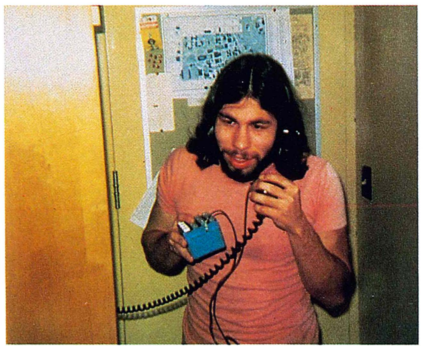
1977

JANUARY

- Apple Computer is incorporated by Jobs, Woz, and their new partner and chairman, Mike Markkula. In addition to plotting its marketing strategy, Markkula invests $250,000 in the fledgling enterprise. Additional financing will come later from a group of venture capitalists that includes Venrock Associates, Arthur Rock and Co., and Capital

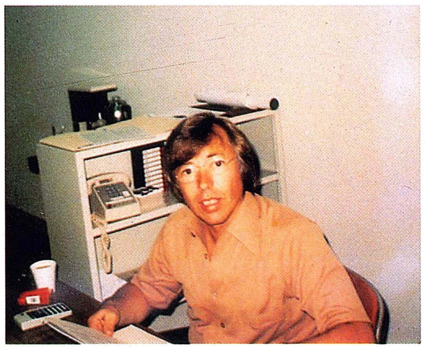


The $666.66 Apple I circuit board, connected to a keyboard and mounted inside a briefcase.

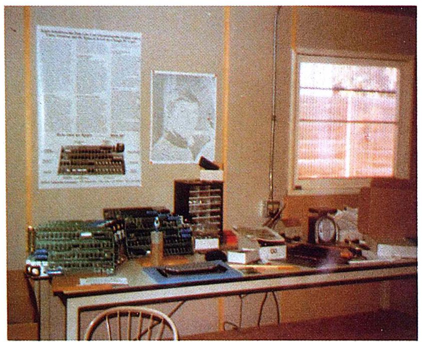


Steve Wozniak

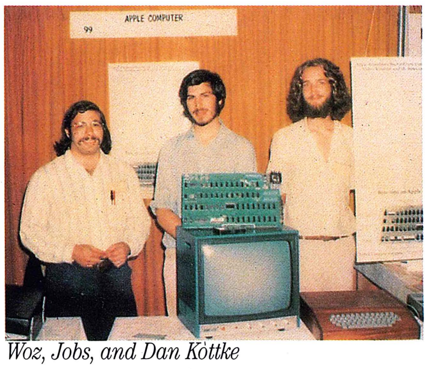
Steve Jobs



Mike Markkula

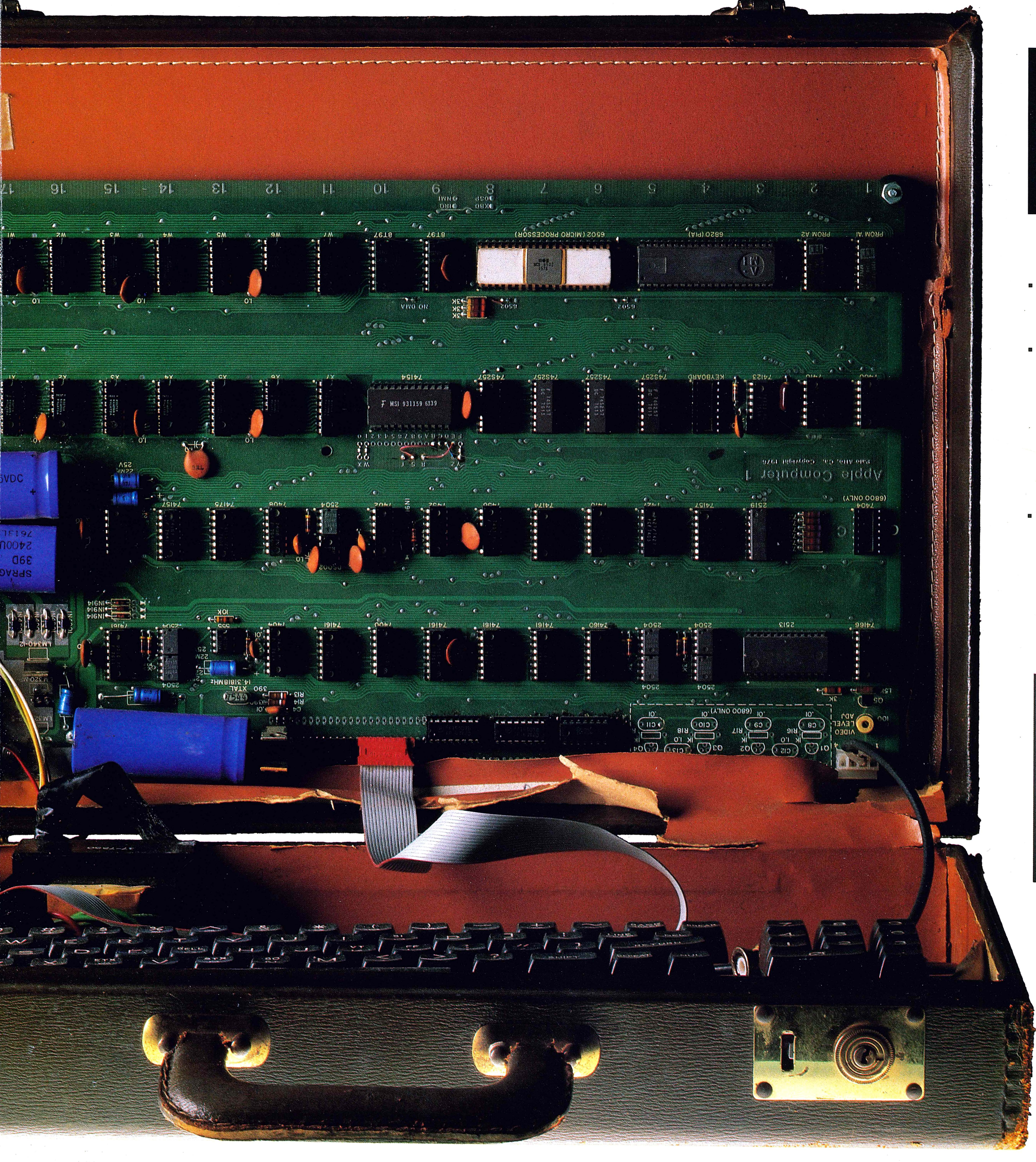


Jobs's garage, where it all began



Woz, Jobs, and Dan Köttke

The first shipment of Apple II's.



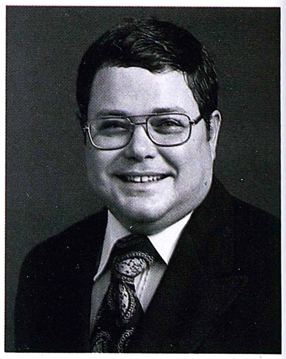
Not every Apple II comes in a taupe plastic case. For $798, customers can buy the Apple II circuit board alone, to which they add their own keyboard and power supply.

Management Corp.

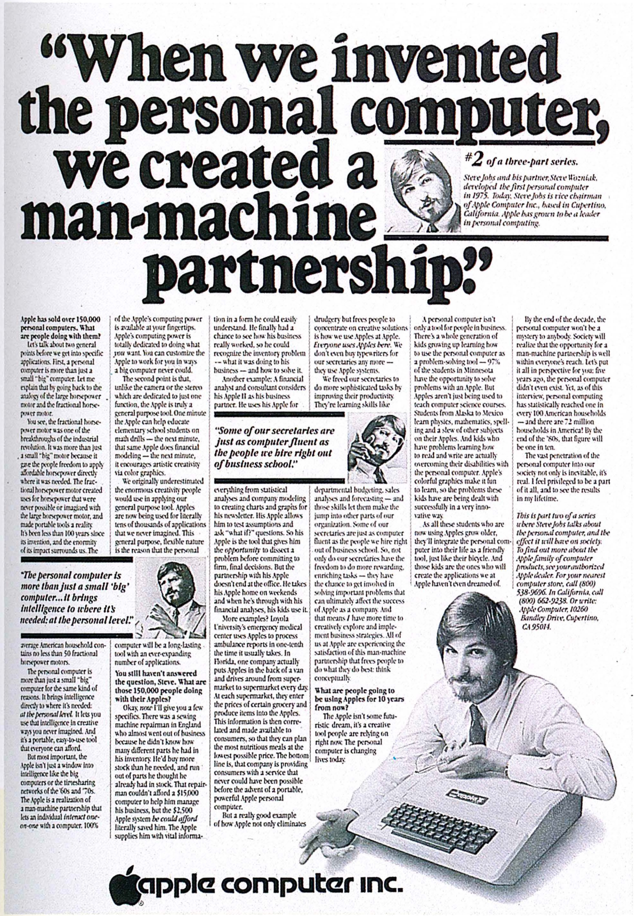
- Apple moves from Jobs's garage to a building on Stevens Creek Boulevard in Cupertino, California.
- Woz and Jobs are well into development on a successor to the Apple I. Two final hurdles are cleared this month when Rod Holt completes design on a new power supply, and Jerry Manock creates an attractive plastic case to house the finished computer.

FEBRUARY

- Over a birthday lunch, Markkula asks Michael Scott (they share the same birthday) to accept the position of Apple's president. Scott declines at first, but eventually agrees and becomes the driving force



Mike Scott, Apple's first president, led the company through a period of astonishing growth. According to Mike Markkula, "Scotty had an incredible ability to grasp details. He knew every nut and bolt in the factory, he knew every employee, he knew how many circuit boards were coming in or going out. He was also highly technical, and completely understood the Apple II's architecture."



"When we invented the personal computer, we created a man-machine partnership."

#2 *of a three-part series.*

Steve Jobs and his partner, Steve Wozniak, developed the first personal computer in 1975. Today, Steve Jobs is vice chairman of Apple Computer Inc., based in Cupertino, California. Apple has grown to be a leader in personal computing.

Apple has sold over 150,000 personal computers. What are people doing with them?

Let's talk about two general points before we get into specific applications. First, a personal computer is more than just a small "big" computer. Let me explain that by going back to the analogy of the large horsepower motor and the fractional horsepower motor.

You see, the fractional horsepower motor was one of the breakthroughs of the industrial revolution. It was more than just a small "big" motor because it gave the people freedom to apply affordable horsepower directly where it was needed. The fractional horsepower motor created uses for horsepower that were never possible or imagined with the large horsepower motor, and made portable tools a reality. It's been less than 100 years since its invention, and the enormity of its impact surrounds us. The average American household contains no less than 50 fractional horsepower motors.

> *"The personal computer is more than just a small 'big' computer...it brings intelligence to where it's needed: at the personal level."*

The personal computer is more than just a small "big" computer for the same kind of reasons. It brings intelligence directly to where it's needed: *at the personal level.* It lets you use that intelligence in creative ways you never imagined. And it's a portable, easy-to-use tool that everyone can afford.

But most important, the Apple isn't just a window into intelligence like the big computers or the timesharing networks of the '60s and '70s. The Apple is a realization of a man-machine partnership that lets an individual *interact one-on-one* with a computer. 100% of the Apple's computing power is available at your fingertips. Apple's computing power is totally dedicated to doing what *you* want. You can customize the Apple to work for you in ways a big computer never could.

The second point is that, unlike the camera or the stereo which are dedicated to just one function, the Apple is truly a general purpose tool. One minute the Apple can help educate elementary school students on math drills — the next minute, that same Apple does financial modeling — the next minute, it encourages artistic creativity via color graphics.

We originally underestimated the enormous creativity people would use in applying our general purpose tool. Apples are now being used for literally tens of thousands of applications that we never imagined. This general purpose, flexible nature is the reason that the personal computer will be a long-lasting tool with an ever-expanding number of applications.

You still haven't answered the question, Steve. What are those 150,000 people doing with their Apples?

Okay, *now* I'll give you a few specifics. There was a sewing machine repairman in England who almost went out of business because he didn't know how many different parts he had in his inventory. He'd buy more stock than he needed, and run out of parts he thought he already had in stock. That repairman couldn't afford a $15,000 computer to help him manage his business, but the $2,500 Apple system *he could afford* literally saved him. The Apple supplies him with vital information in a form he could easily understand. He finally had a chance to see how his business really worked, so he could recognize the inventory problem — what it was doing to his business — and how to solve it.

Another example: A financial analyst and consultant considers his Apple II as his business partner. He uses his Apple for everything from statistical analyses and company modeling to creating charts and graphs for his newsletter. His Apple allows him to test assumptions and ask "what if?" questions. So his Apple is the tool that gives him the *opportunity* to dissect a problem before committing to firm, final decisions. But the partnership with his Apple doesn't end at the office. He takes his Apple home on weekends and when he's through with his financial analyses, his kids use it.

> *"Some of our secretaries are just as computer fluent as the people we hire right out of business school."*

More examples? Loyola University's emergency medical center uses Apples to process ambulance reports in one-tenth the time it usually takes. In Florida, one company actually puts Apples in the back of a van and drives around from supermarket to supermarket every day. At each supermarket, they enter the prices of certain grocery and produce items into the Apples. This information is then correlated and made available to consumers, so that they can plan the most nutritious meals at the lowest possible price. The bottom line is, that company is providing consumers with a service that never could have been possible before the advent of a portable, powerful Apple personal computer.

But a really good example of how Apple not only eliminates drudgery but frees people to concentrate on creative solutions is how we use Apples at Apple. *Everyone uses Apples here.* We don't even buy typewriters for our secretaries any more — they use Apple systems.

We freed our secretaries to do more sophisticated tasks by improving their productivity. They're learning skills like departmental budgeting, sales analyses and forecasting — and those skills let them make the jump into other parts of our organization. Some of our secretaries are just as computer fluent as the people we hire right out of business school. So, not only do our secretaries have the freedom to do more rewarding, enriching tasks — they have the chance to get involved in solving important problems that can ultimately affect the success of Apple as a company. And that means *I* have more time to creatively explore and implement business strategies. All of us at Apple are experiencing the satisfaction of this man-machine partnership that frees people to do what they do best: think conceptually.

What are people going to be using Apples for 10 years from now?

The Apple isn't some futuristic dream, it's a creative tool people are relying on right now. The personal computer is changing lives today.

A personal computer isn't only a tool for people in business. There's a whole generation of kids growing up learning how to use the personal computer as a problem-solving tool — 97% of the students in Minnesota have the opportunity to solve problems with an Apple. But Apples aren't just being used to teach computer science courses. Students from Alaska to Mexico learn physics, mathematics, spelling and a slew of other subjects on their Apples. And kids who have problems learning how to read and write are actually overcoming their disabilities with the personal computer. Apple's colorful graphics make it fun to learn, so the problems these kids have are being dealt with successfully in a very innovative way.

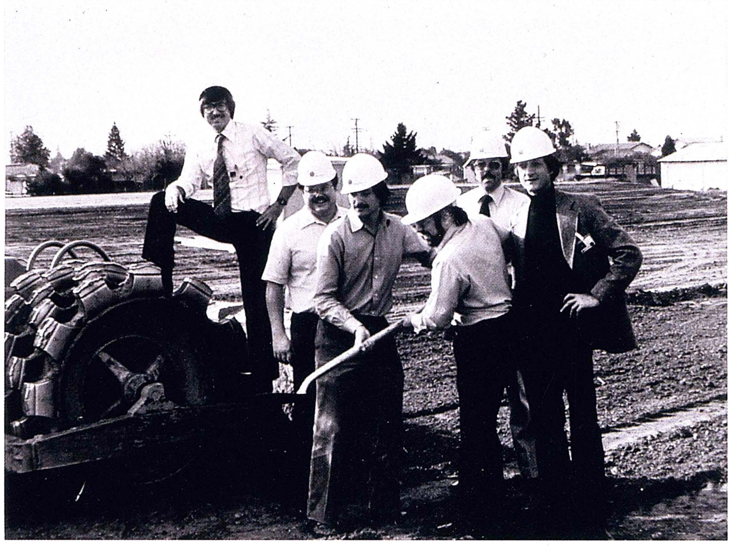
As all these students who are now using Apples grow older, they'll integrate the personal computer into their life as a friendly tool, just like their bicycle. And those kids are the ones who will create the applications we at Apple haven't even dreamed of.

By the end of the decade, the personal computer won't be a mystery to anybody. Society will realize that the opportunity for a man-machine partnership is well within everyone's reach. Let's put it all in perspective for you: five years ago, the personal computer didn't even exist. Yet, as of this interview, personal computing has statistically reached one in every 100 American households — and there are 72 million households in America! By the end of the '80s, that figure will be one in ten.

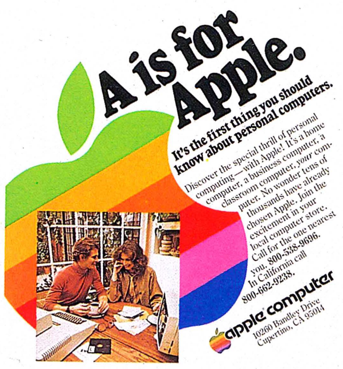
The vast penetration of the personal computer into our society not only is inevitable, it's real. I feel privileged to be a part of it all, and to see the results in my lifetime.

This is part two of a series where Steve Jobs talks about the personal computer, and the effect it will have on society. To find out more about the Apple family of computer products, see your authorized Apple dealer. For your nearest computer store, call (800) 538-9696. In California, call (800) 662-9238. Or write: Apple Computer, 10260 Bandley Drive, Cupertino, CA 95014.

apple computer inc.



Woz and Jobs break ground for Apple's first building on Bandley Drive.



A is for Apple.

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behind Apple during its years of fastest growth.

APRIL

- The new Apple II personal computer is unveiled at the First West Coast Computer Faire.

MAY

- Regis McKenna launches its first ad campaign for Apple. Though advertising is originally aimed at electronics enthusiasts, Apple will soon become the first company to also advertise personal computers in consumer magazines.

JUNE

- The Apple II is now available to the public. Fully assembled and pretested, it includes just 4K of standard memory, and comes equipped with two game paddles and a demo cassette. The price is $1,298. Customers use their own TV sets as monitors, and store programs on audiocassette recorders.
- Monthly orders establish a $1 million annual sales rate.
- First Apples are shipped to Europe through an independent distributorship called Eurapple.

DECEMBER

- First-year sales close at $774,000.

1978

JANUARY

- Apple moves into its new corporate headquarters at 10260 Bandley Drive in Cupertino. Over the years, a campus of Apple office buildings will spring up around it.

MARCH

- Apple introduces various interface cards for connecting its computer to most types of printers.

MAY

- Publication of the first Apple user newsletter, *Contact.*

JUNE

- $10 million annual sales rate is achieved.
- Apple's Disk II® is introduced. It is the easiest to use, lowest priced, and fastest minifloppy-disk drive ever offered by a computer manufacturer. Production at first is handled by just two employees, turning out as many as 30 drives a day.
- Apple announces telephone linkup services to Dow Jones and Company for Apple II users.

1979

FEBRUARY

- President Mike Scott declares that Apple should set an example for businesses everywhere, and issues a companywide mandate: "No more typewriters."

MAY

- "Disk Utility Pack," a collection of system software routines for Apple II computers, is released.
- Apple cuts prices. The 32K Apple II is reduced from $1,495 to $1,345. The 48K system is reduced from $1,795 to $1,495.

JUNE

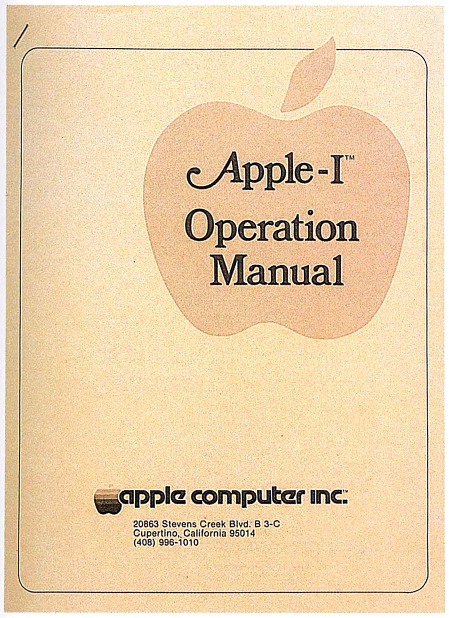
- Apple II Plus is introduced. It features built-in Applesoft Extended BASIC, and a new auto-start ROM for easier startup and screen editing. Available with 16K, 32K, or 48K of memory.
- The Apple Education Foundation is established. Its goal is to grant complete Apple systems to schools and teachers that wish to develop new classroom software and integrate computers into their instruction.
- Apple's first printer is introduced — called Silentype.®
- Apple announces a nationwide repair program featuring same-day service.

AUGUST

- Apple II Pascal is released.

OCTOBER

- Personal Software, Inc. releases VisiCalc for the Apple II. The spreadsheet is the first application to make personal computers a practical tool for people who don't know how to write their own programs.



Apple-I™
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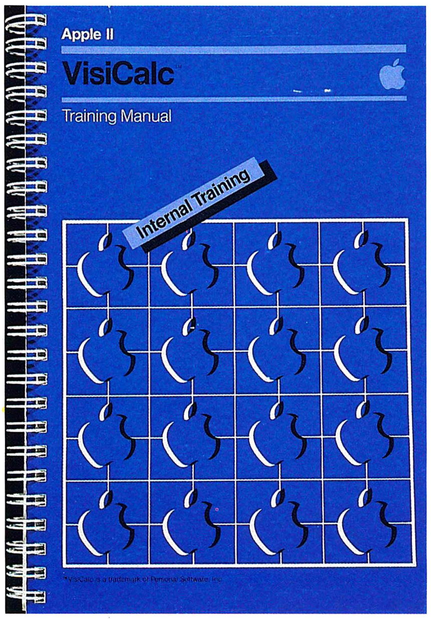

Apple II
VisiCalc™
Training Manual

Internal Training

*VisiCalc is a trademark of Personal Software, Inc.

apple® software bank

diskware™

APPLE Ø
APPLE® PASCAL

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400 REM CHOOSE
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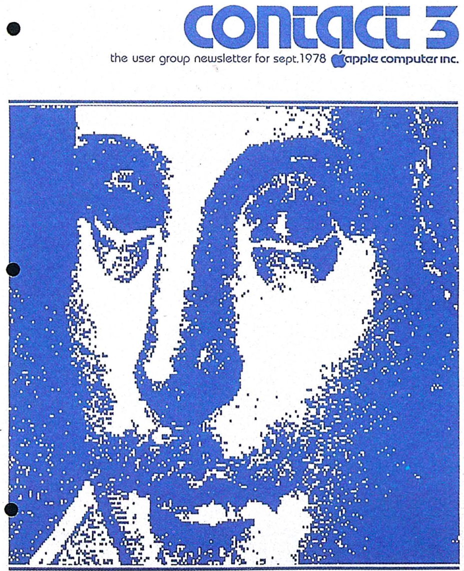
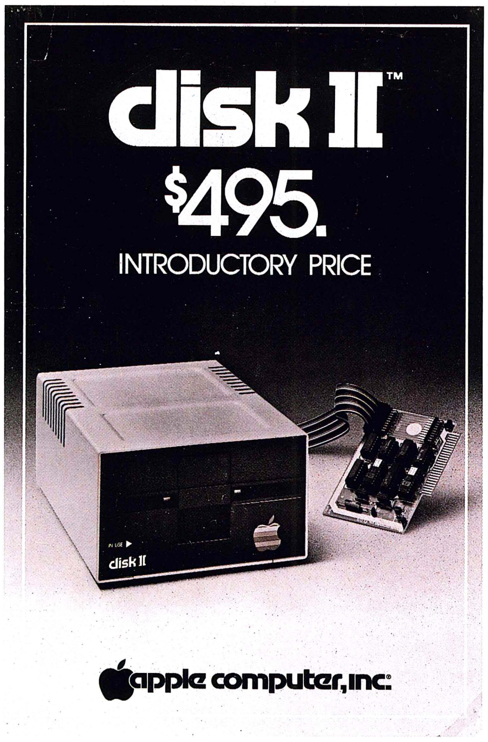
480 REM



contact 3

the user group newsletter for sept. 1978 apple computer inc.

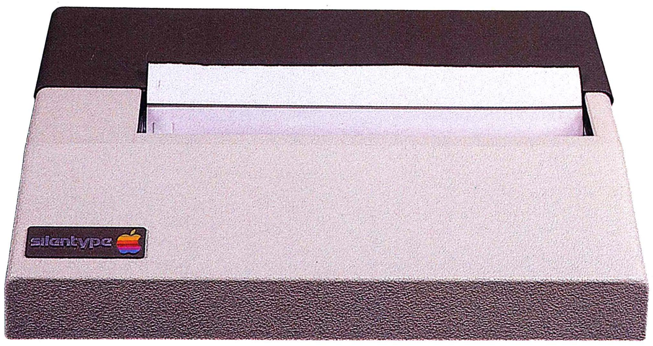

disk II™

$495.

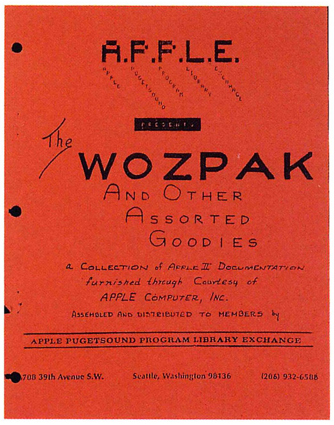
INTRODUCTORY PRICE

apple computer, inc.

IN USE
disk II



Silentype,
Apple's first printer.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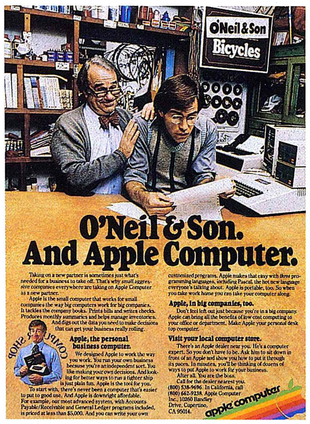
O'Neil & Son
Bicycles
COMPUTER SHOP

O'Neil & Son. And Apple Computer.

Taking on a new partner is sometimes just what's needed for a business to take off. That's why small aggressive companies everywhere are taking on Apple Computer as a new partner.

Apple is the small computer that works for small companies the way big computers work for big companies. It tackles the company books. Prints bills and writes checks. Produces monthly summaries and helps manage inventories. And digs out the data you need to make decisions that can get your business really rolling.

Apple, the personal business computer.

We designed Apple to work the way you work. You run your own business because you're an independent sort. You like making your own decisions. And looking for better ways to run a tighter ship is just plain fun. Apple is the tool for you.

To start with, there's never been a computer that's easier to put to good use. And Apple is downright affordable. For example, our most advanced system, with Accounts Payable/Receivable and General Ledger programs included, is priced at less than $5,000. And you can write your own customized programs. Apple makes that easy with *three* programming languages, including Pascal, the hot new language everyone's talking about. Apple is portable, too. So when you take work home you can take your computer along.

Apple, in big companies, too.

Don't feel left out just because you're in a big company. Apple can bring all the benefits of low cost computing to your office or department. Make Apple your personal desk top computer.

Visit your local computer store.

There's an Apple dealer near you. He's a computer expert. So you don't have to be. Ask him to sit down in front of an Apple and show you how to put it through its paces. In minutes, you'll be thinking of dozens of ways to put Apple to work for your business.

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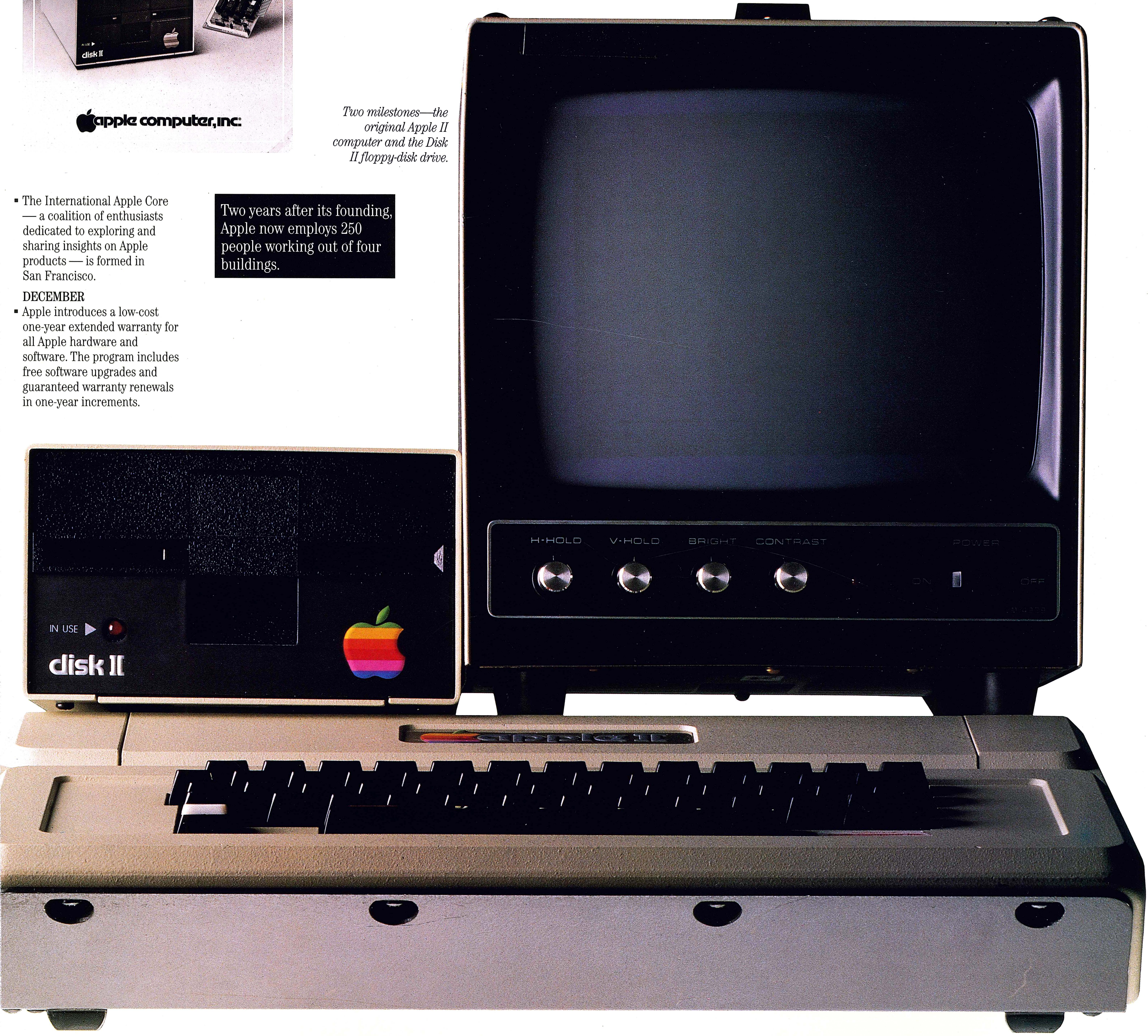
apple computer

- The International Apple Core — a coalition of enthusiasts dedicated to exploring and sharing insights on Apple products — is formed in San Francisco.

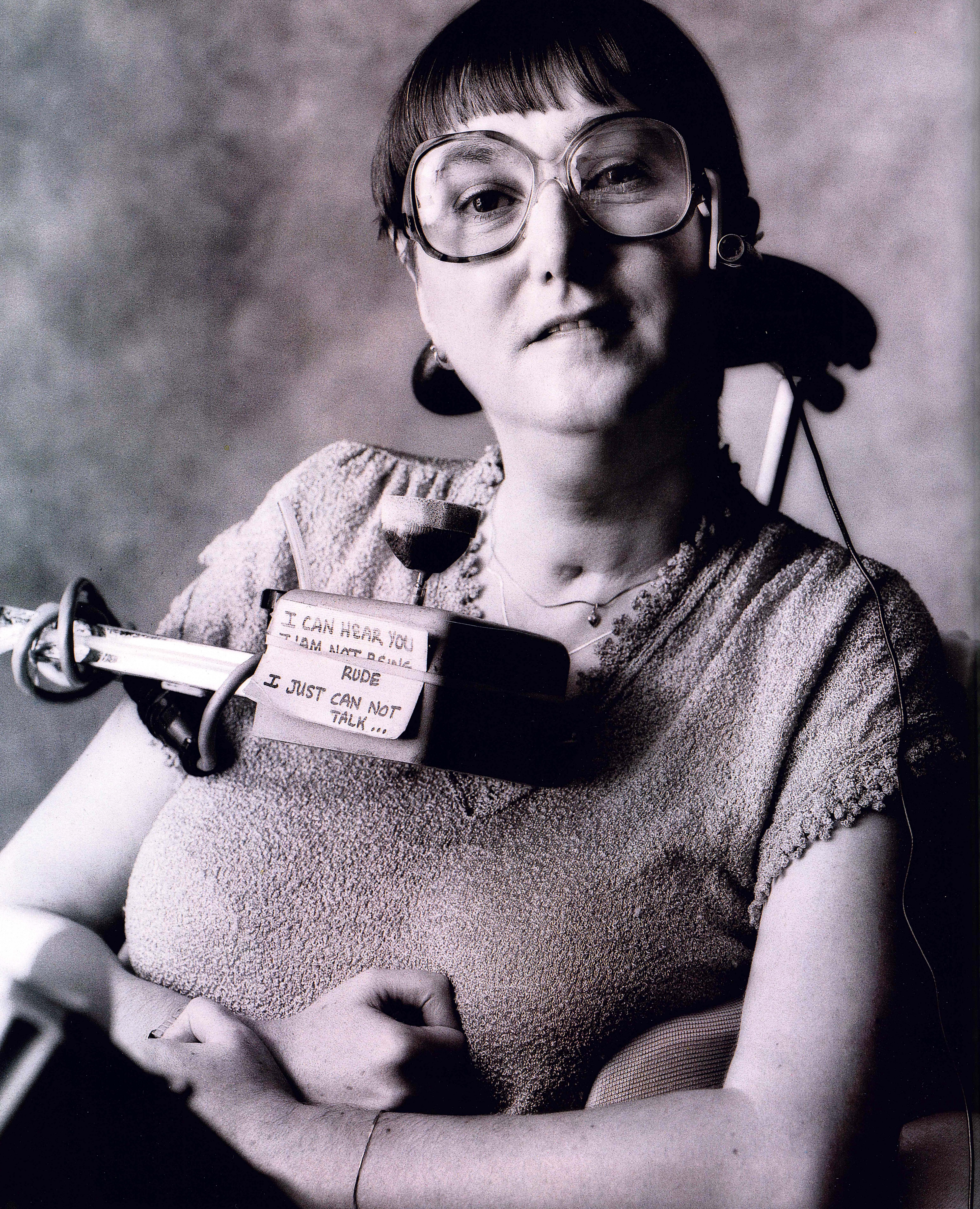
DECEMBER

- Apple introduces a low-cost one-year extended warranty for all Apple hardware and software. The program includes free software upgrades and guaranteed warranty renewals in one-year increments.

Two years after its founding, Apple now employs 250 people working out of four buildings.



Two milestones—the original Apple II computer and the Disk II floppy-disk drive.


I CAN HEAR YOU
I AM NOT BEING
RUDE
I JUST CAN NOT
TALK ...

COURAGE

3

FROM TIME TO TIME, TV ANCHORPEOPLE LIKE TO BREAK AWAY FROM DOMESTIC CRIME and foreign skirmishes to pass along a more upbeat story of extraordinary bravery. Somebody leaps into a frozen river to save a drowning child, or rescues an elderly couple from their burning house—that kind of thing.

Those are the stories of courage that are easy to face. They're inspiring. We like to think we would have done the same.

But there are countless other tales of valor that are not so easy for us to deal with. An eight-year-old with cerebral palsy struggles to fit in with his schoolmates. A paraplegic is determined to build a career as a writer. Orphans born into the poorest circumstances in an underdeveloped nation dream of becoming doctors, engineers, and scientists—oblivious to the odds against them.

These stories inspire us, too. But they also frighten us. We aren't at all sure what we would do in these people's shoes. Maybe nothing. Maybe we wouldn't have the fortitude they have. Maybe we'd buckle under the odds. Maybe we'd give up.

Or maybe not. Ask those same people how they find the courage to press ahead, no matter how painful or hopeless the situation, and you're likely to get a blank stare. Most have no pat answer; they just *do it,* that's all.

And so would most of us, if indeed we were thrust into their shoes. We all carry around with us a hidden stock of courage, sort of a reserve tank for the soul. We may not know how deep it runs; we don't always know it exists. But it's there, ready to be dipped into for as little or as much resolve as the situation calls for.

Unfortunately, most of us rarely wade in past our ankles. Which raises this question: Why must it take something as traumatic as a crippling disability to unlock such a potent force? If perfectly healthy men and women could only call upon the same indomitable courage that can come so effortlessly to a blind child, there's no telling how far they could go.

More than 150 years ago, the French political scientist Alexis de Tocqueville observed a curious

FACING PAGE:
San Jose, California—Six years ago, Sue Simpson suffered a stroke that left her paralyzed from the neck down and unable to speak. But not unable to communicate. An Apple IIe, equipped with special adapters, allows Simpson to take on ever more ambitious pursuits—from writing a book to helping other disabled people overcome their obstacles.

FOLLOWING PAGES:
Wilmington, Delaware—There are easier ways to own a home than to build it yourself, and there are easier homes to build than a seventeenth century reproduction. Nevertheless, that's the goal Rachel and Paul Hursh set for themselves. So the first tool they picked up was an Apple IIe. It simplified nearly every task the couple took on—planning, contracting, budgeting, even drafting the bank reports. The house, a duplicate of one built in 1640, was completed under budget and ahead of schedule.

PAGE 48, LEFT:
Montreal, Canada—At the MacKay Center, Apple II computers—rigged with a variety of special devices and accessories—allow even severely handicapped children to accomplish tasks most people take for granted. The Apple computers make writing possible for kids who can't hold a pencil. They make words clear to kids who can't hear a sound. And they make playtime fun for kids who can't use their arms and legs.

paradox in his travels across America. Tocqueville was impressed that Americans everywhere seemed to share an ambitious nature; yet he was dismayed to note how limited their goals were.

"Hardly any appear to entertain hopes of great magnitude, or to pursue very lofty aims."

The words still have a disturbing ring of truth. It's said that we rarely use more than a fraction of our brains; in the course of strenuous activity, we discover muscles never detected before. And now, we can imagine a vast reservoir of courage lying just below the surface, virtually untouched through most of our lives.

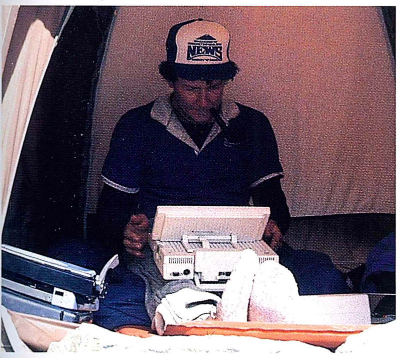
What we need is a pipeline to that reservoir. Something that encourages us to try a little harder, stretch a little farther, keep at it a little longer.

For the people you see here, and many more like them, personal computers are that pipeline.

You see, it's simply not enough to have the will to beat the odds. You need the ability. Over the years, Apple has seen its computers provide disabled people with some of the most fundamental abilities—abilities to read books, write letters, answer phones, lock doors, switch on appliances, and so forth.

But Apple has also seen how computers can encourage any person—handicapped or not—to become a little bolder in the ways they think, a little more fearless in the ways they create. Because

MERRY
MERRY
CHRISTMAS
HAPPY
HOLIDAYS
IT WAS SO
NICE TO SEE
YOU DURING THE
YEAR. LOVE THERESA



FACING PAGE AND ABOVE:
Mount Everest, Nepal—Climbing the world's highest peak takes a tough hide, a fondness for aching muscles, and no small amount of determination. It also takes thirty thousand pounds of equipment and supplies—and a way to keep track of it all. "It's like running a small business, except at an extremely high altitude and a rather low temperature," says climber Scott Lankford. The two Apple IIc computers that accompanied Scott's 1985 expedition were powered by solar-charged batteries, and performed flawlessly—eighteen thousand feet up Everest's western ridge.

RIGHT:
Nairobi, Kenya—The students at Starehe Boys' School are no ordinary kids—many are orphans, most are poor. Yet their future is bright because Starehe is no ordinary school. It's one of Kenya's finest, and it's equipped with twenty-one Apple IIe computers. Students not only learn to use a computer, they often wind up designing their own software programs.

PREVIOUS PAGE, RIGHT:
Millbrae, California—Theresa Adlawan can't write with a pen or type on a typewriter, but she can use an Apple IIe to get her homework done on time. "Microcomputers have helped to give independence to the disabled," says Jerry Krauss of the San Mateo Orthopedically Handicapped Program. "You don't need much physical maneuverability to use a computer, which means the disabled can participate on an equal level with able-bodied people in the classroom."

when we work on a computer, there's less pressure to get every detail right the first time. Nobody's going to criticize us or laugh at us. We're free to deal with "the big picture" now, then go back and clean up afterward.

Computers don't just make us feel less inhibited. They make us feel smarter, too. By letting them handle all the dirty work (things like logarithms and compound interest can make anyone feel inadequate), we can focus on making better, more creative decisions. It may be cliché, but "I didn't know I could do that" is still the most common reaction you'll hear from any new computer user.

Which is precisely the point. There's no end to the things we don't know we can do. Yes, it takes courage to find out. But courage is a funny thing—it's self-perpetuating. Let a little seep out; it feels good, it feels comfortable; you feel confident enough to try something even bolder. And pretty soon you don't think about how you'll find the courage to reach your goals.

You just *do it.*

4

YOU MIGHT GUESS THAT IN THE SIX THOUSAND YEARS PEOPLE HAVE BEEN SEEKING knowledge, there would have been dozens, maybe hundreds of major changes in the way people learn. And you'd be wrong.

So far there have been but two.

Before the first great change—and for most of recorded time—people learned by word of mouth. Tribal chiefs, storytellers, priests, and philosophers would assemble a flock of hungry minds around them and hold forth on the ways of the world and the mysteries of the mind.

Learning, then, amounted to little more than hearing one person's answers to his or her own questions.

Then, in the mid-1400s, along came printed books, and learning became a wholly different adventure. Suddenly people could learn anytime, anywhere, and all on their own. Books not only fed our craving for knowledge; they made us hungry for more. The hungrier we became, the more books we published. The more books published, the more subjects covered. And for the first time, we were left free to pursue our own interests. Set our own curriculum. Form our own opinions.

But if books made it possible for us to seek answers to our own questions, we still lacked the resources to properly question the answers we found. Which leads us to history's second great milestone in learning: the personal computer.

Audacious as it sounds, it's almost inevitable that the computer will have as great an impact on learning as did the book. Perhaps even greater. The reason is simple:

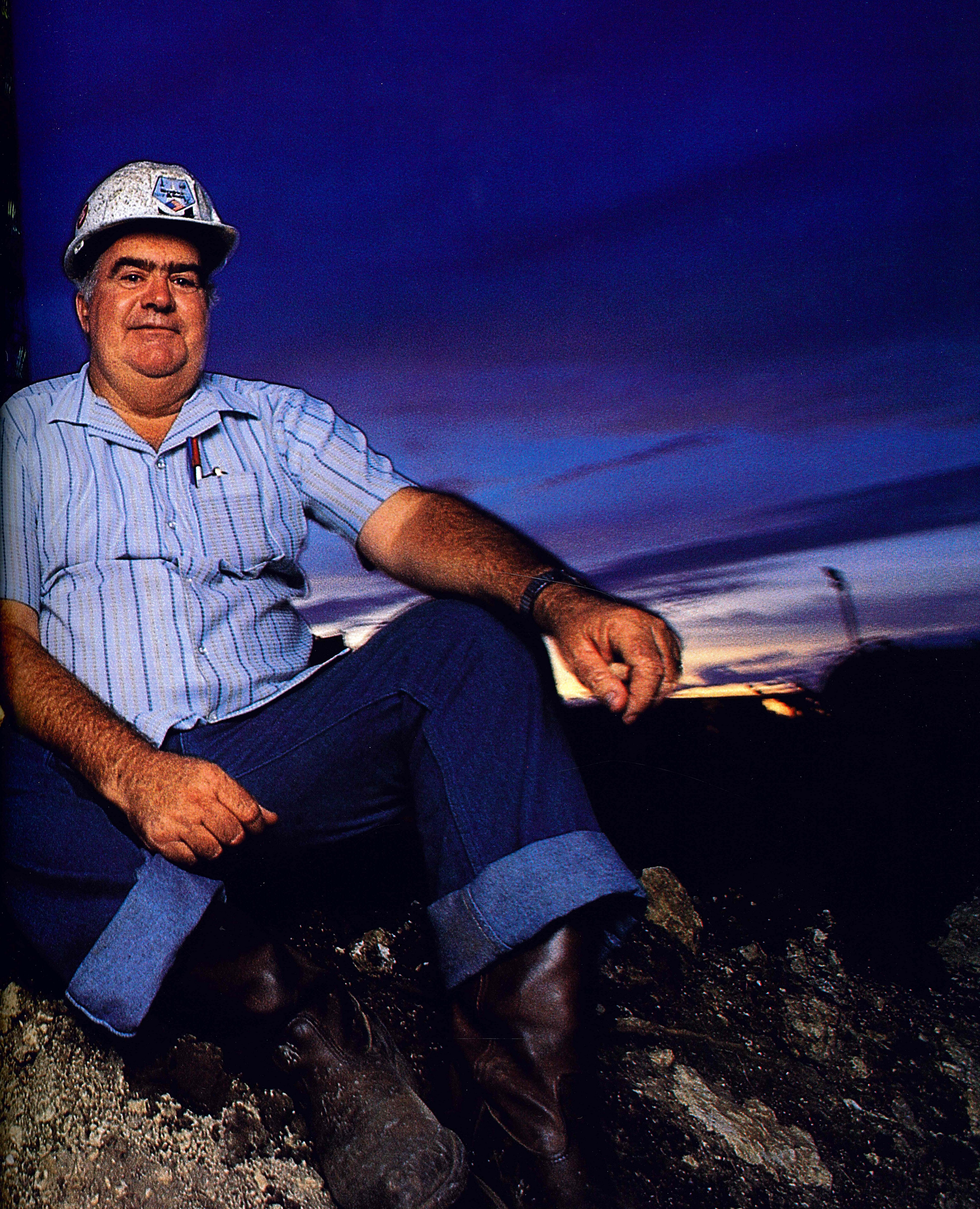
Computers respond. Books don't.

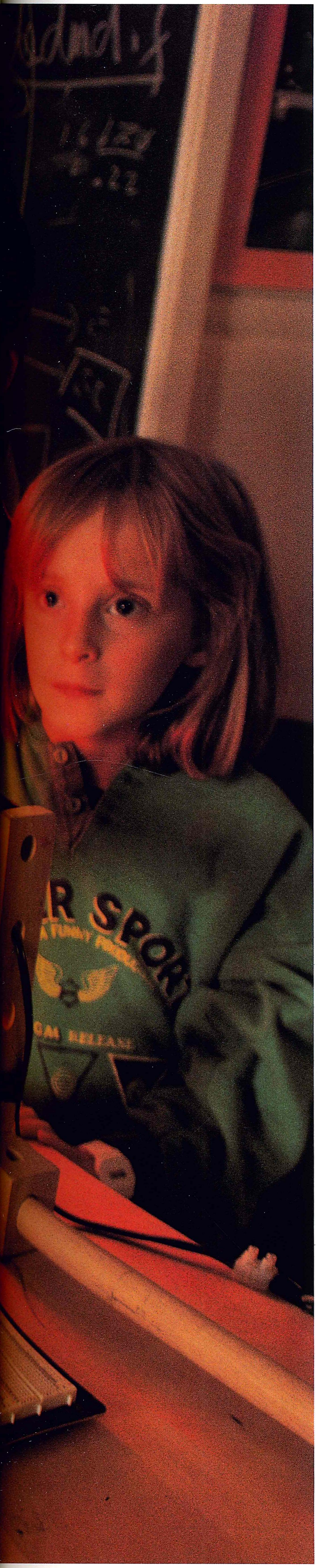
A book can only tell you what its author wanted to tell you. If a particular passage raises questions in your mind—or if you're skeptical about the author's conclusions—there's not much you can do about it.

Oh, you could try to locate another book that answers your new questions. And you could immerse yourself in calculations to test the author's conclusions. But let's face facts. Unless you happen

FACING PAGE:
New Haven, Connecticut—A book's ability to communicate is determined by two factors: content and appearance. The first is determined by an author; the second is controlled by people like Professor Alvin Eisenman. Over the years, Eisenman has designed over four hundred books for McGraw-Hill, and created new typefaces for a number of large companies. Now Eisenman oversees the Fine Arts Department at Yale University, in which students are encouraged to use Macintosh computers and LaserWriter printers for an array of graphic design assignments—yes, even typefaces and books.

FOLLOWING PAGES:
Denison, Texas—Tom Kendrick (right) and his son Tommy are oil exploration specialists—called "mudloggers" in the oil trade. Easy-to-use graphics sold the Kendricks on Macintosh for charting the geological composition of rock layers near prospective well sites.





to be an investigative reporter on the trail of a government scandal, or a grad student with lots of extra time on your hands, you probably won't go to the trouble.

Books are passive creatures; they make you do all the work. *You* have to locate the right book to begin with. *You* have to scan the pages for the information you want. *You* have to remember whatever it is you've found. *You* have to search the library for related books and articles (if you're lucky enough to find a library that has the ones you're looking for). And *you* have to try to make sense of all the bits and pieces you've come across.

Is it any wonder our attempts to learn almost always fall embarrassingly short of what we wish to know?

A personal computer, though, has the potential to liberate us from the drudgery and frustration of learning.

It's said that the amount of information in our world doubles every two and a half years. That's both good and bad. Good, because we have so many more opportunities to learn. And bad, because we have so many more reasons to feel intimidated. After all, finding one bit of information out of all that's available is roughly like trying to fill a thimble from a gushing water hydrant.

But a personal computer can be a valve to that hydrant, shutting out all but the precise amount of information we need. And therein lies the computer's great promise: not just to give us access to information, but to help us turn that information into knowledge.

Information into knowledge?

Aren't they one and the same?

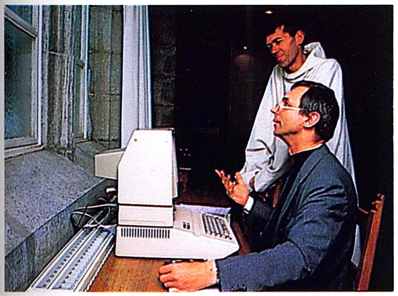
Hardly. Information can be a thousand columns of twelve-digit numbers; knowledge is a bar chart that tells you what those numbers mean. Information is a shelf full of books, articles, diagrams, and blueprints on the diesel engine; knowledge is a working model. Information is a six-inch stack of Mozart's sheet music; knowledge is a sixty-minute recording.

Knowledge is an idea, an appreciation, an understanding. It requires selectivity. It thrives on simplicity. And almost always, it takes a different form than the raw information it draws upon.

No medium ever devised—book, film, videotape, television—is so perfectly matched to those requirements as the personal computer.

None of which is lost on the people at Apple. Nearly all of the dozens, then hundreds, then thousands of employees who have streamed into the company share its founders' belief—that they are onto something that can really change the world.

And when you're out to change the world, the best place to start is in school.

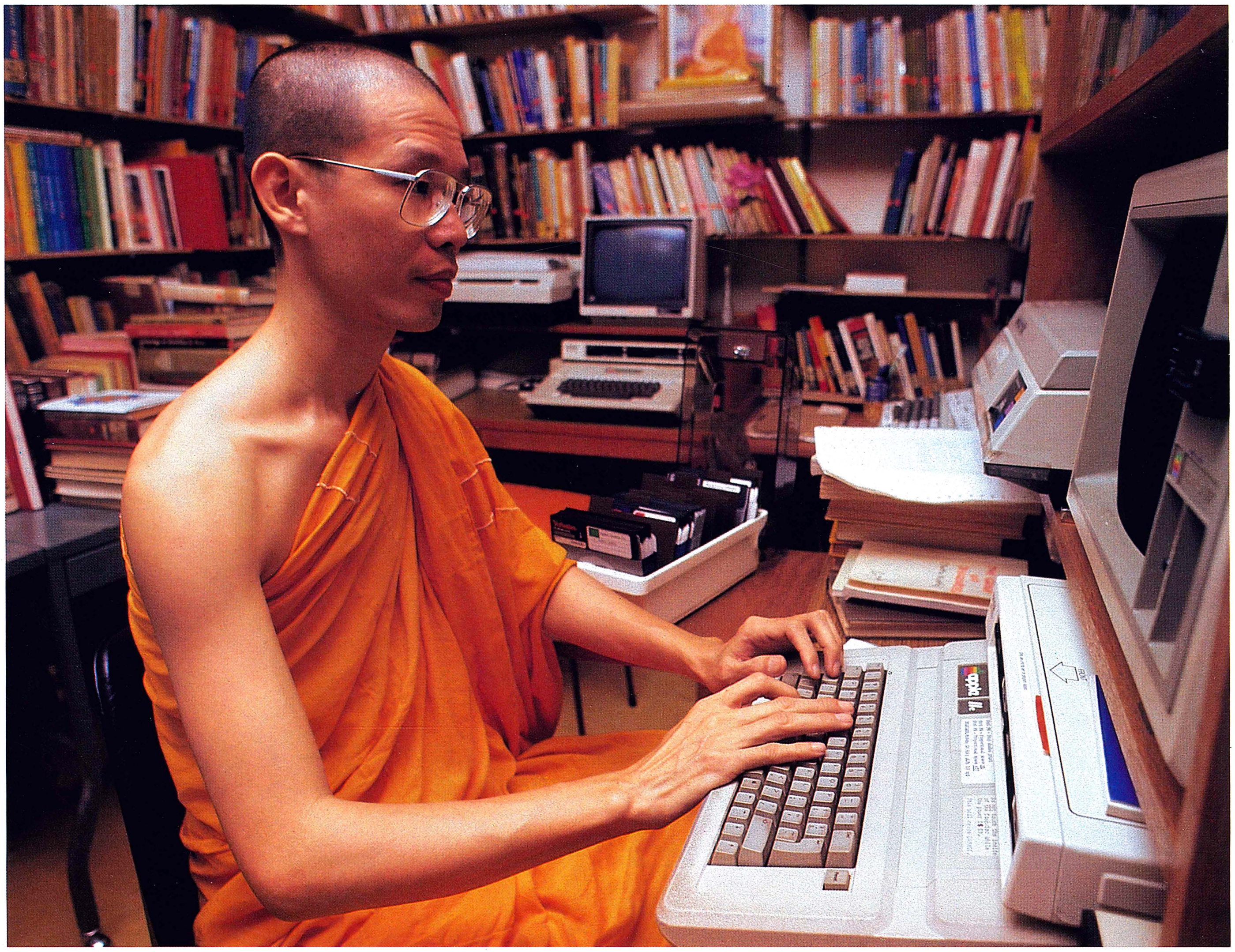


ABOVE AND RIGHT:

Dene, Belgium—Information is useful to us only when we know how to find exactly what we're looking for. To that end, the Centre Informatique et Bible has used an Apple IIe to create a software version of the four Gospels. The program includes a built-in index and concordance, which allow scholars to search the teachings for all references to a particular subject or word.

BELOW RIGHT:

Selangor, Malaysia—For centuries, religious scriptures were painstakingly reproduced by hand, one at a time. Personal computers are a blessing for such tasks. Here a Buddhist monk translates holy writings with the help of an Apple IIe.



FACING PAGE:

Beijing, China—Apple's commitment to education is not limited by national boundaries. Here at the Beijing Children's Palace, kids study science, learn skills, and play games on Apple IIe computers that Apple donated to the facility in 1985.

PREVIOUS PAGES:

Montreal, Canada—Kids love computers, and kids love toys. Researchers at the University of Montreal believe it makes sense to combine the two, and are designing systems that teach graphics concepts to children, using an Apple IIe to control small cranes and cars robotically. Learning is as it should be—fun.

Apple has always enjoyed a close rapport with the education community. Some of the very first Apple IIs were snapped up by teachers; and every year since, Apples have been the overwhelming choice in America's elementary and high schools, outselling all other personal computers combined.

Even so, in early 1982, Apple began to feel restless.

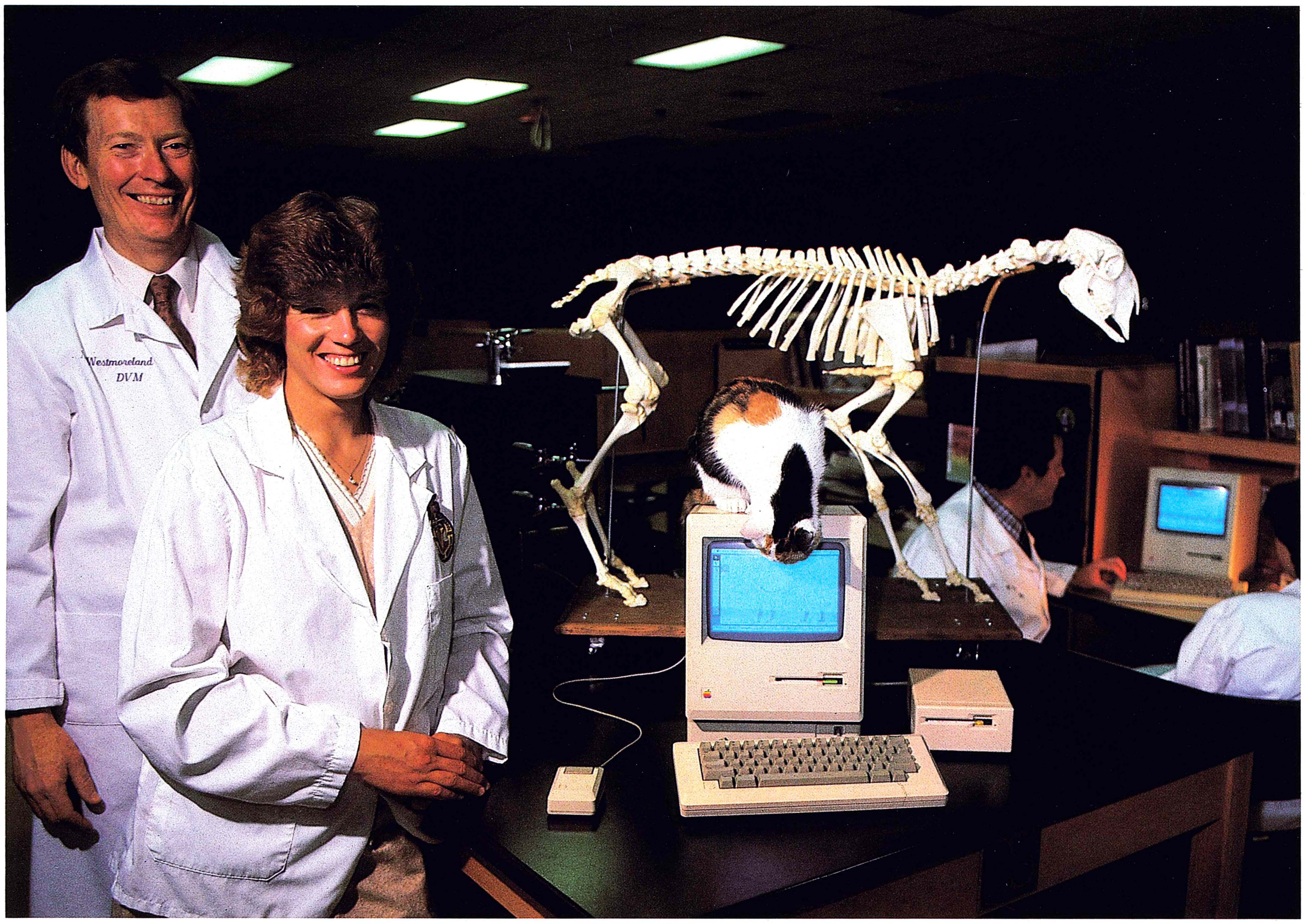
Here was the most powerful educational tool to come along since the book, and thousands of schools had yet to own even their first personal computer. Apple was convinced that computers could revolutionize the entire learning process. The revolution just needed a push to get started, and Apple wasn't about to wait around for someone else to give it.

So in the spring of the following year, Apple unveiled an extraordinary program dubbed Kids Can't Wait. Under this program, Apple II systems would be given away to more than nine thousand schools in California. Free. No strings attached. Even more fantastic is that Apple had originally wanted to do the same for every school in the United States—a plan that evaporated when Congress failed to allow special tax credits that would have made it financially possible.

Still, nine thousand computers (about $21 million worth) was nothing to sneeze at. And by the time kids showed up for class that fall, the schools had their Apple computers up and running.

Kids Can't Wait was certainly one of the most spectacular commitments any computer company had made to the education establishment. But it was by no means Apple's first, or last.

As early as 1979, it created the Apple Education Foundation (which would later be enveloped



THIS PAGE:
Starkville, Mississippi—At Mississippi State University's College of Veterinary Medicine, students are aided by a highly skilled assistant—Macintosh. Dr. Nelson Westmorland (pictured with student Beth Criss) explains that the computers quickly retrieve diagnostic data on a wide range of animal ailments, and can display anatomical illustrations in sharp detail. All of which allows students to focus their education on using information, not just memorizing it. Also shown: A six-month-old cougar undergoes surgery with a little help from Macintosh.

Subordination Checker
Spelling Problems Finder
Proof for Duplicates
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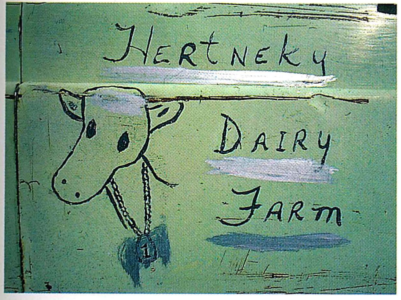
by Apple Corporate Grants) for the sole purpose of contributing computers to educators across the country—educators who used those Apples to develop new classroom software, and methods to tie computers into their teaching.

In 1985, Apple also created its Office of Special Education to champion the computer-related needs of disabled people.

And when Macintosh was introduced in 1984, Apple invited two dozen of the nation's most distinguished colleges and universities to join forces in a completely unprecedented way: through the Apple University Consortium. Members of the Consortium (which has since grown to include many more campuses here and abroad) explore innovative uses for the Macintosh—in science, mathematics, history, engineering, the arts, and enough other subjects to fill a respectable course catalog. Consortium schools also share ideas, expertise, courseware, even the treasures stored inside their big mainframe computers.

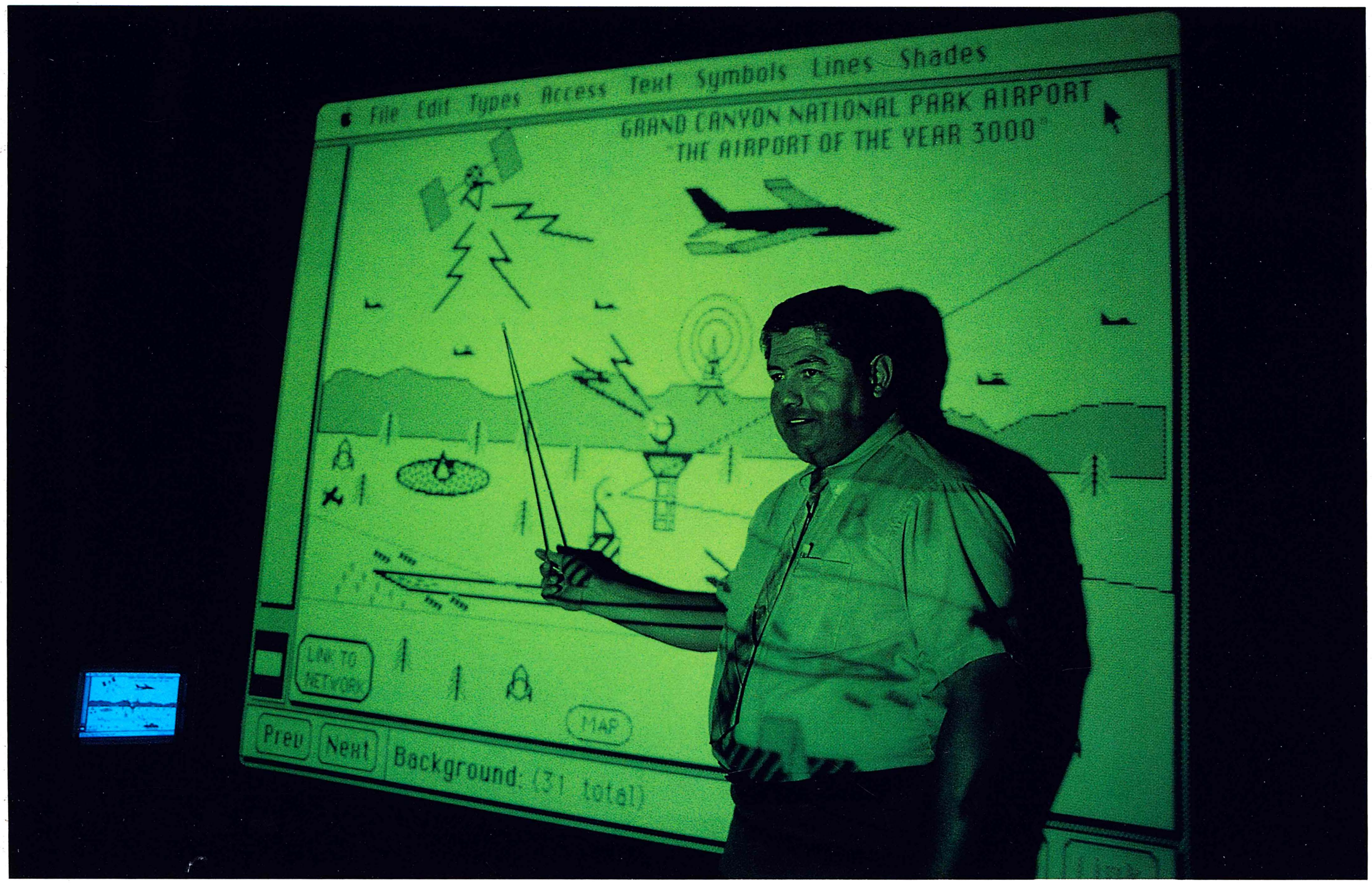
It's all very encouraging. Ask anyone at Apple where they think some of the most exciting

THIS PAGE:
Philadelphia, Pennsylvania—It's not easy to be objective about your own writing, but Dr. Eva Thury, Professor of English at Drexel University, has created a tool that helps. It's a Macintosh program that analyzes a student's prose and returns information on his or her writing style: average sentence length, overused words, use of articles and subordination, even common spelling problems.



FACING PAGE:
Lake Naivasha, Kenya—On the seventy-acre family farm of Charles Nightingale you'll find cattle, polo ponies, and vegetables. But the big business here is raising turkeys. Nightingale uses an Apple IIe—powered by a bio-gas generator—to track hatching statistics and forecast the amount of feed to buy for his turkey operation.

THIS PAGE:
Ramah, Colorado—It used to be that you had two choices when raising dairy cattle—fill up a roomful of filing cabinets with detailed records on each cow, or just do without. All that's changed now, at least for Myrna and Ken Hertneky. Health histories, feeding, breeding, milk production, and other critical facts are stored on disk with an Apple II Plus. At any given moment, the Hertnekys can get a full accounting of their four-legged investments.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GRAND CANYON NATIONAL PARK AIRPORT
"THE AIRPORT OF THE YEAR 3000"
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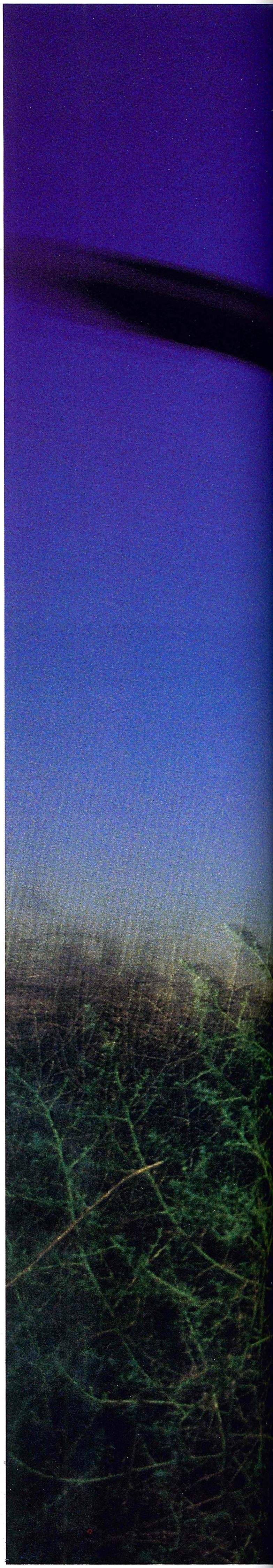


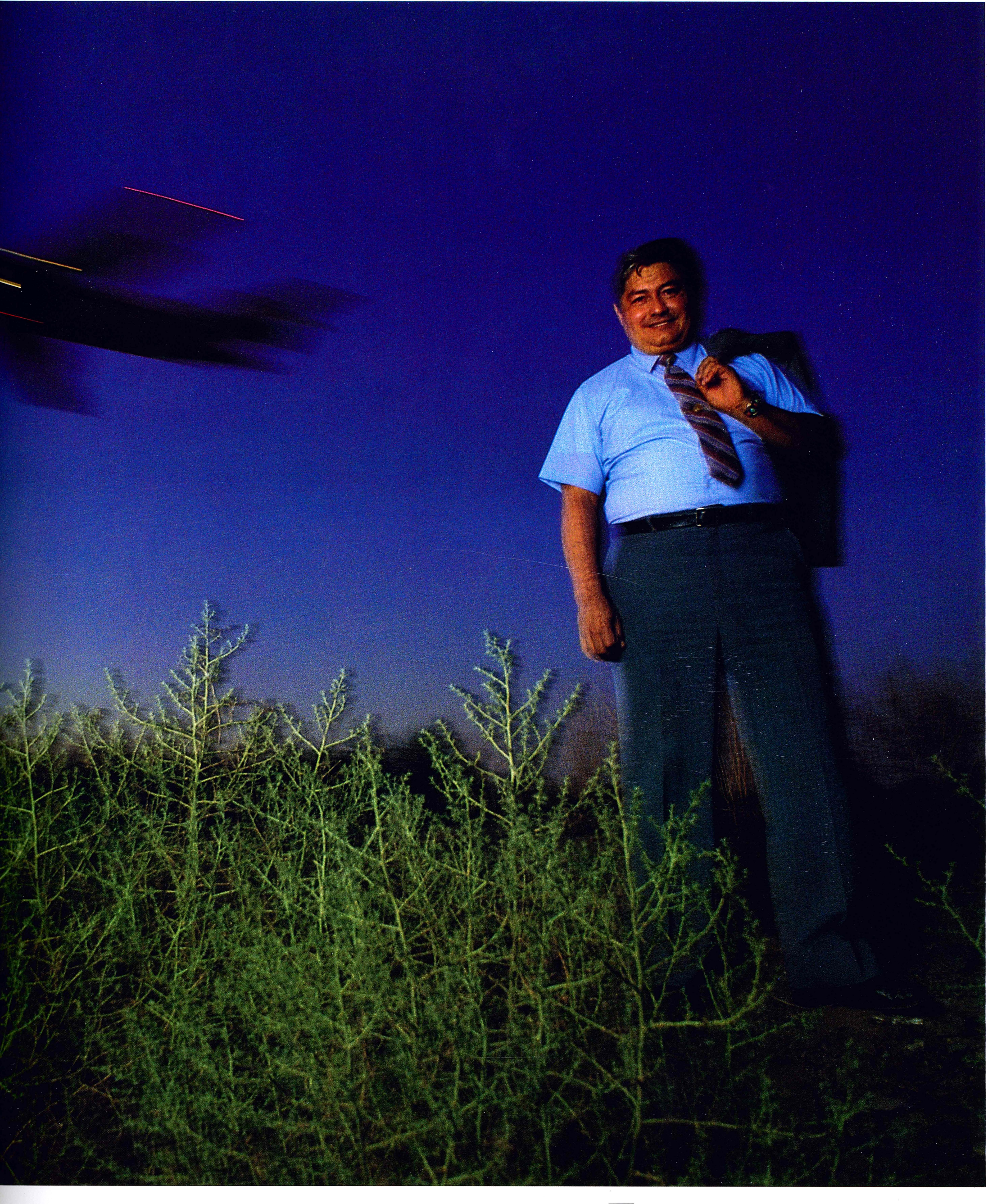
innovations in personal computing will occur these next ten years, and it's a good bet they'll say education.

Ten years after printed books first appeared, people had no idea what an enormous difference that tool would eventually make in the way we learn. The same holds true today, ten years after the first Apple systems showed up in school. We speculate, we guess, we imagine—but in all likelihood, the reality will dwarf our highest hopes.

Apple can't wait.

"The computer is the most efficient educational device ever invented, because it makes it impossible for you not to learn. Teachers can be insensitive, books can be dull, but computers produce a system in which only you count. And you cannot be insensitive or dull to yourself."

—ISAAC ASIMOV



LEFT:

Cambridge, Massachusetts—Architecture students have come a long way from T-squares and drafting templates. At the Massachusetts Institute of Technology, students use Macintosh computers to experiment with building designs. The immediate feedback a computer provides lets a student see how changes in one part of a structure affect the whole.

BELOW LEFT:

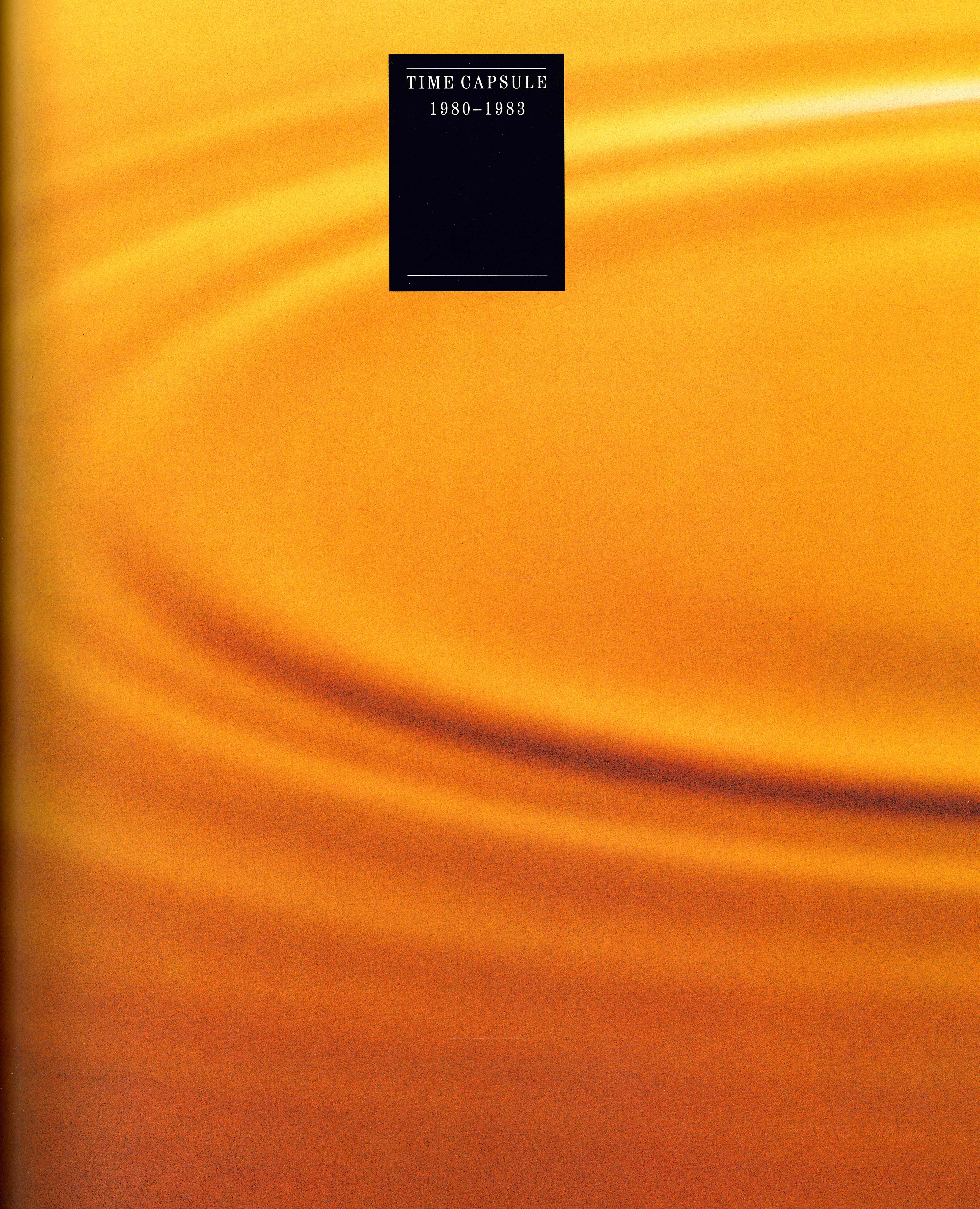
Memphis, Tennessee—It's 1:00 A.M.*—rush hour—at the Federal Express package sorting hub. For a company that guarantees next-day delivery, it's particularly important to keep on top of where all those envelopes and boxes are headed. Every day, Macintosh computers convert huge sums of data on the company's air fleet into instantly comprehensible drawings, reports, and projections.*

PREVIOUS PAGES:

Grand Canyon, Arizona—Keeping up with change is difficult for most businesses; for an airport, it's almost impossible. Weather, landing strip conditions, the layout of other airports, and other factors are constantly changing. But according to Sonny Najera of the Arizona Department of Transportation, the Grand Canyon National Park Airport relies entirely on Macintosh computers to stay ahead of these changes. For instance, the airport manager can get a list of "worst to best" pavement conditions for the current year, projected conditions for the next five years, and financial options for needed repairs.

TIME CAPSULE

1980–1983



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CTRL-B backward
CTRL-N down
CTRL-A begin line
CTRL-E end line
CTRL-D erase
CTRL-C leave editor
CTRL-Y repeat command
WAIT-# of seconds
black
white
green
violet
orange
blue
PR
+ add
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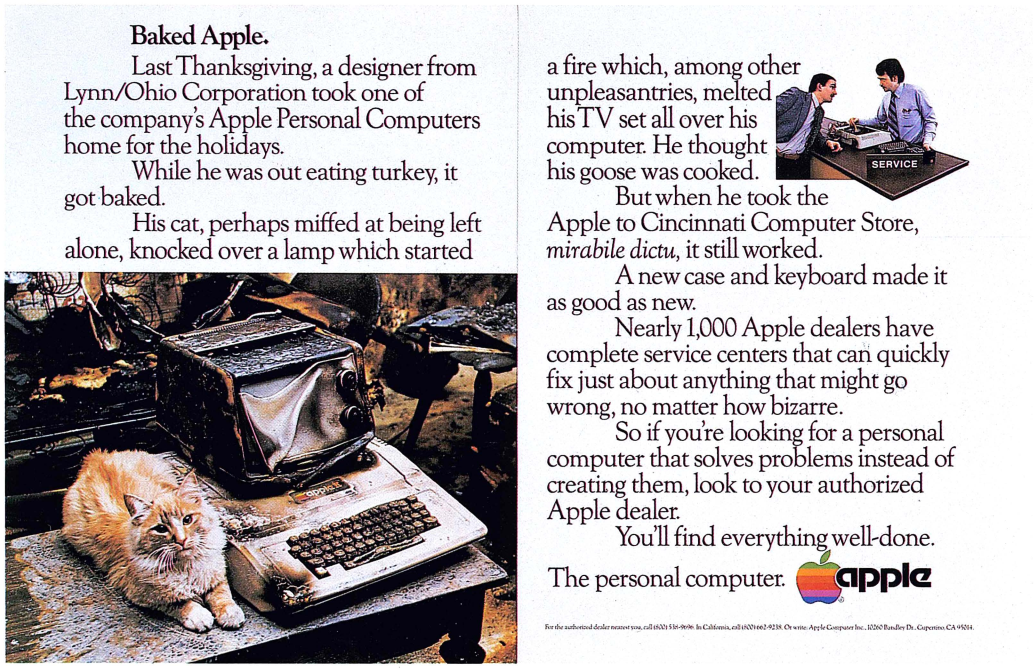


Baked Apple.

Last Thanksgiving, a designer from Lynn/Ohio Corporation took one of the company's Apple Personal Computers home for the holidays.

While he was out eating turkey, it got baked.

His cat, perhaps miffed at being left alone, knocked over a lamp which started a fire which, among other unpleasantries, melted his TV set all over his computer. He thought his goose was cooked.

But when he took the Apple to Cincinnati Computer Store, *mirabile dictu*, it still worked.

A new case and keyboard made it as good as new.

Nearly 1,000 Apple dealers have complete service centers that can quickly fix just about anything that might go wrong, no matter how bizarre.

So if you're looking for a personal computer that solves problems instead of creating them, look to your authorized Apple dealer.

You'll find everything well-done.

The personal computer. apple®

For the authorized dealer nearest you, call (800) 538-9696. In California, call (800) 662-9238. Or write: Apple Computer Inc., 10260 Bandley Dr., Cupertino, CA 95014.

monitor ///
profile
READY
apple ///

The Apple III got off to a shaky start, but enjoyed a strong rebound.

1980

FEBRUARY

- $100 million annual sales rate is achieved.

MARCH

- The Apple Education Foundation announces awards of over $120,000 in equipment to stimulate development of medical and general education materials that use microcomputers.
- Apple FORTRAN is introduced. Proves to be a catalyst for high-level technical and educational applications.
- Peripherals Division formed to manage production of disk drives.

JUNE

- Regional support centers open in Boston, Massachusetts; Charlotte, North Carolina; Irvine, California; Carrollton, Texas; and Toronto, Canada.
- A racing car sponsored by Apple completes the 24-hour LeMans competition in France.

JULY

- Apple facilities occupy more than half a million square feet of floor space in the U.S. and Europe.
- Apple opens a manufacturing plant in Carrollton, Texas, to which it turns over the company's disk drive production.

SEPTEMBER

- Apple III announced. With up to 256K of memory, a new Sophisticated Operating System, a built-in disk controller, and four peripheral slots, the Apple III is the most advanced personal computer in the company's history. Yet when dealers receive a prerelease version, several technical flaws crop up and the Apple III receives a great deal of bad publicity.
- Apple Education Foundation announces its third set of awards, this time totaling more than $150,000. Twenty-five recipients are named.
- Apple's employee count breaks 1,000.
- Official opening of Apple's Company Store in Sunnyvale, California. Software, hardware, and other products are offered to employees at a special discount.
- Apple opens a plant in Cork, Ireland.

NOVEMBER

- Apple II is chosen as the network access machine for EDUNET, an international computer network for higher education and research.

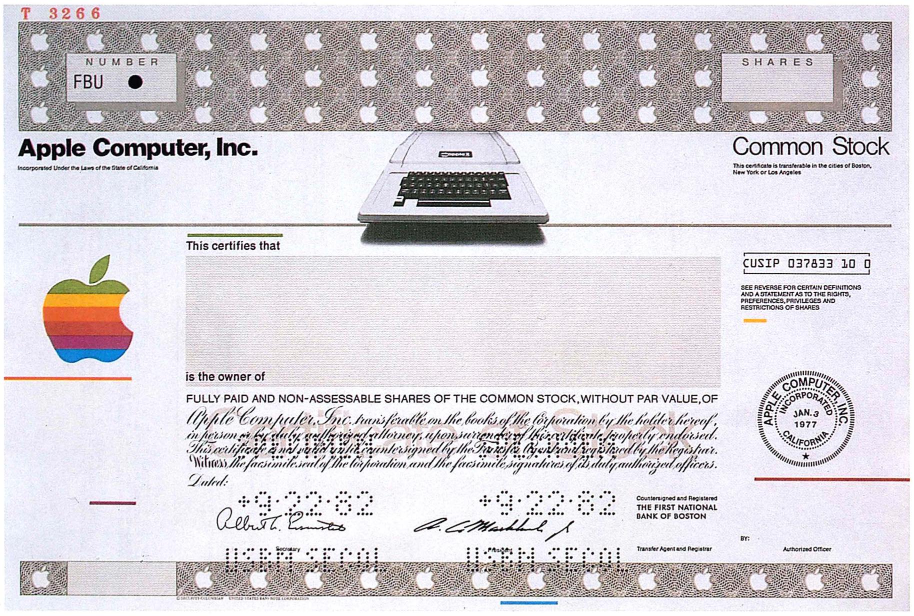
DECEMBER

- Apple goes public — Morgan Stanley & Company and Hambrecht & Quist announce the initial public offering of 4.6 million shares of Apple common stock at a price of $22 per share. Every share is bought within minutes of the offering.
- Apple Seed, a computer literacy program that will provide elementary and high schools with computer course materials, is announced.

1981

JANUARY

- Apple gives new product research a shot in the arm. R&D budget jumps to $21 million, three times more than the year before.
- First company-sponsored classes in handling stress are offered to employees.
- Apple announces a Loan-to-Own program for employees. Each person can borrow an Apple II Plus to use at home. After one year, the computer becomes theirs to keep if a basic expertise can be demonstrated.



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NUMBER FBU ●

SHARES

Apple Computer, Inc.

Incorporated Under the Laws of the State of California

Common Stock

This certificate is transferable in the cities of Boston, New York or Los Angeles

This certifies that

CUSIP 037833 10 0

SEE REVERSE FOR CERTAIN DEFINITIONS AND A STATEMENT AS TO THE RIGHTS, PREFERENCES, PRIVILEGES AND RESTRICTIONS OF SHARES

is the owner of

FULLY PAID AND NON-ASSESSABLE SHARES OF THE COMMON STOCK, WITHOUT PAR VALUE, OF

Apple Computer, Inc. transferable on the books of the Corporation by the holder hereof, in person or by duly authorized attorney, upon surrender of this certificate properly endorsed. This certificate is not valid until countersigned by the Transfer Agent and registered by the Registrar. Witness the facsimile seal of the Corporation and the facsimile signatures of its duly authorized officers.

Dated:

9·22·82 9·22·82

Albert L. Eisenstat A. C. Markkula Jr.

Secretary President

USBN SECOL USBN SECOL

Countersigned and Registered THE FIRST NATIONAL BANK OF BOSTON

Transfer Agent and Registrar

BY:

Authorized Officer

APPLE COMPUTER, INC. INCORPORATED JAN. 3 1977 CALIFORNIA

All 4.6 million shares sold within minutes of Apple's first public stock offering.

STEVE SCHETER

EMPLOYEE

#3940 12-13-82

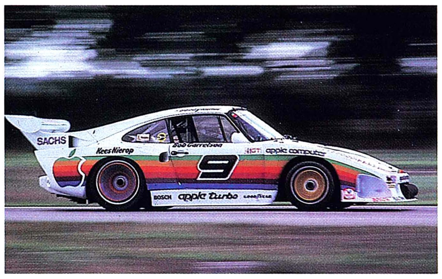
EMPLOYEE NO ISSUE DATE

20525 Mariani Avenue
Cupertino, California 95014

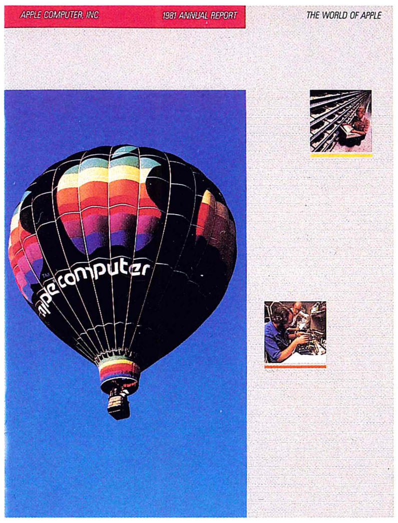
Steve Scheier

SIGNATURE

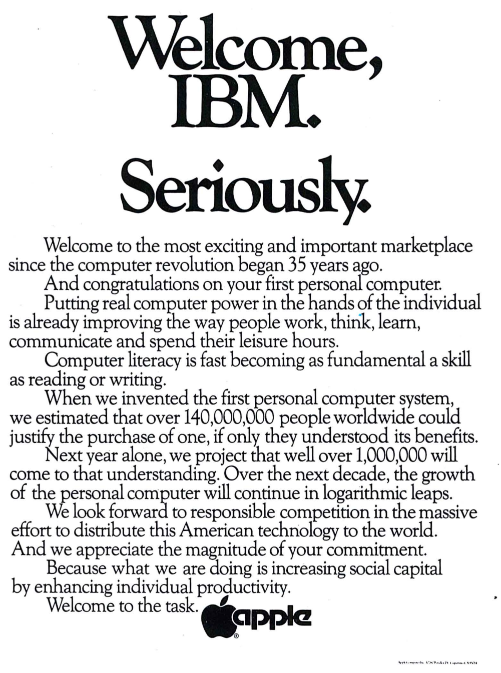
Apple Computer, Inc.



Though it performed well on the track, Apple's racing car yielded little in the way of publicity; sponsorship ended after one season.



The 1981 annual report—Apple's first.



Welcome, IBM. Seriously.

Welcome to the most exciting and important marketplace since the computer revolution began 35 years ago.

And congratulations on your first personal computer.

Putting real computer power in the hands of the individual is already improving the way people work, think, learn, communicate and spend their leisure hours.

Computer literacy is fast becoming as fundamental a skill as reading or writing.

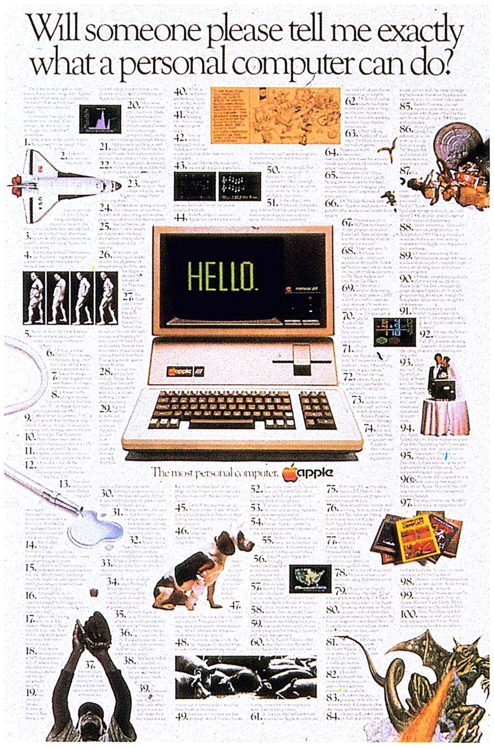
When we invented the first personal computer system, we estimated that over 140,000,000 people worldwide could justify the purchase of one, if only they understood its benefits.

Next year alone, we project that well over 1,000,000 will come to that understanding. Over the next decade, the growth of the personal computer will continue in logarithmic leaps.

We look forward to responsible competition in the massive effort to distribute this American technology to the world. And we appreciate the magnitude of your commitment.

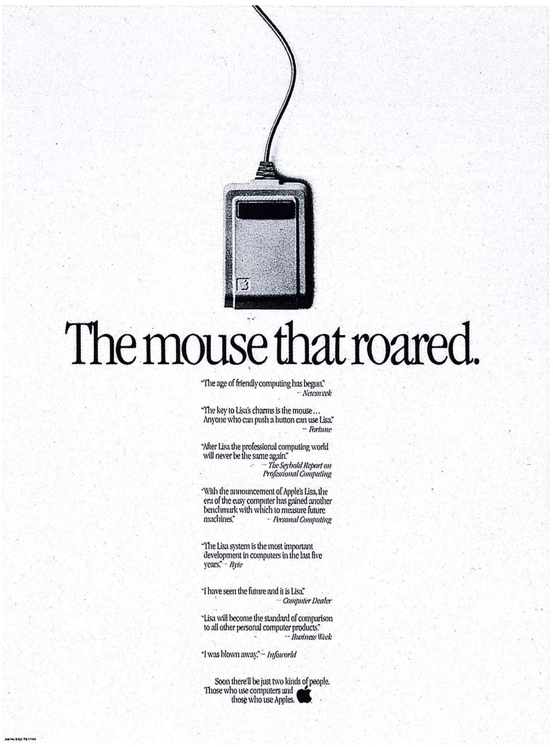
Because what we are doing is increasing social capital by enhancing individual productivity.

Welcome to the task.



Will someone please tell me exactly what a personal computer can do?

The most personal computer.



The mouse that roared.

"The age of friendly computing has begun." – *Newsweek*

"The key to Lisa's charms is the mouse… Anyone who can push a button can use Lisa." – *Fortune*

"After Lisa the professional computing world will never be the same again." -- *The Seybold Report on Professional Computing*

"With the announcement of Apple's Lisa, the era of the easy computer has gained another benchmark with which to measure future machines." -- *Personal Computing*

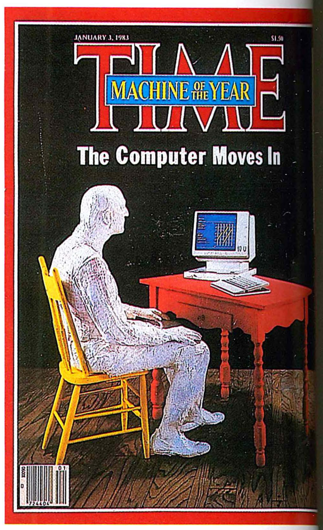
"The Lisa system is the most important development in computers in the last five years." - *Byte*

"I have seen the future and it is Lisa." -- *Computer Dealer*

"Lisa will become the standard of comparison to all other personal computer products." -- *Business Week*

"I was blown away." – *Infoworld*

Soon there'll be just two kinds of people. Those who use computers and those who use Apples.



JANUARY 3, 1983

$1.50

TIME

MACHINE OF THE YEAR

The Computer Moves In

1981 was the year Apple became a household name. Surveys show that public awareness rose from 10 percent to 80 percent in just this one year.

CAVETT: I'm here with an average American homemaker with her own Apple Personal Computer.
CAVETT: Oh, well, you could probably put a lot of recipes in there? Eh?

JILL: I also own a small steel mill.

CAVETT: Are you really a homemaker?
JILL: Well, of course.
CAVETT: So the Apple is the appliance of the 80's for all those pesky household chores . . .

The Personal Computer.

ANNCR (VO): Apple. The Personal Computer.

- Another $150,000 worth of computer systems are awarded by the Apple Education Foundation.
- Security tightens: All personnel are now required to show their ID badges upon entering any Apple building.

FEBRUARY
- February 25, "Black Wednesday." Mike Scott authorizes the layoffs of 40 employees in an effort to streamline Apple's internal machinery.
- Wozniak and fiancée are injured in a crash in their private plane after takeoff from Scotts Valley Airport.
- Chiat/Day Advertising acquires the Apple account when it acquires Regis McKenna's advertising operations.
- European headquarters open in Paris, France, and Slough, England.

MARCH
- Top management is restructured. Mike Markkula replaces Mike Scott as president; Steve Jobs succeeds Markkula as chairman; Scott is named vice chairman.
- First day that Apple ships $1 million worth of products.
- Apple Expo '81 is launched — it's the company's first national merchandising roadshow.
- Debut of *The Apple Collection*, a catalog of clothing and lifestyle items bearing the Apple logo.

APRIL
- Accessory Products Division is formed to handle production of printers, modems, and other devices.

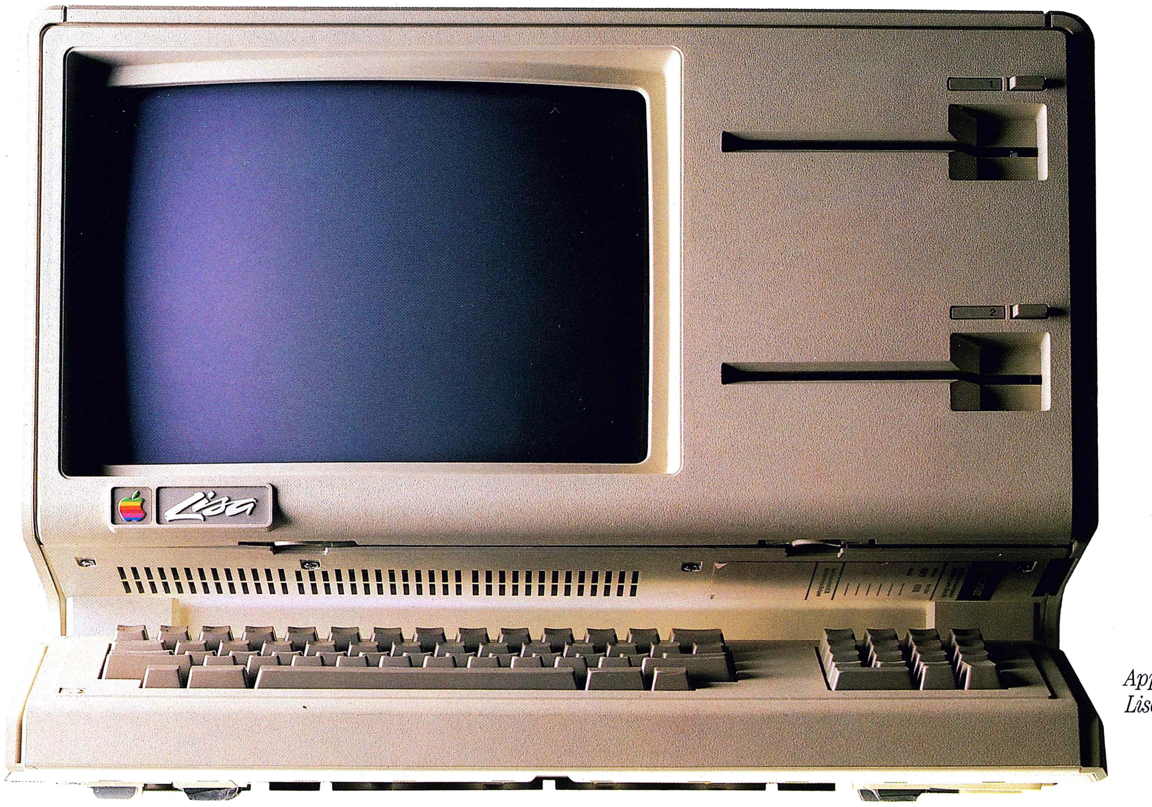
MAY
- Apple Language Card introduced. It allows Apple II users to run programs in Pascal, Fortran, or Pilot.
- IEEE-488 interface card announced. Apple II's may now be linked to over 1,400 scientific and technical instruments.
- Second offering (2.6 million shares) of common stock is completed.

JULY
- Apple begins to air commercials featuring Dick Cavett as spokesman.
- Manufacturing plant opens in Singapore.
- Mike Scott announces he will leave Apple, both as an employee and as a board member.

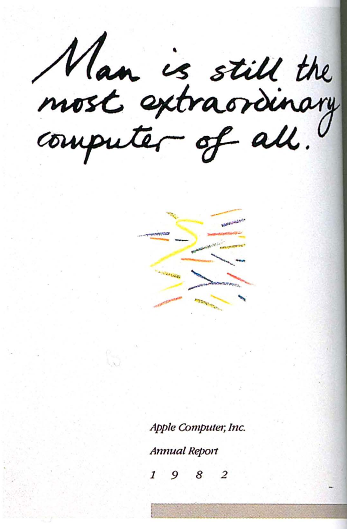
AUGUST
- International Business Machines introduces the IBM Personal Computer. Apple greets its new competitor with a full-page ad in *The Wall Street Journal* that begins, "Welcome, IBM. Seriously."

SEPTEMBER
- A formal list of Apple Values is made public, and becomes a key part of new employee orientation. Presented as "the qualities, customs, standards, and principles that the company as a whole regards as desirable. They are the basis for what we do and how we do it. Taken together, they identify us as a unique company."
- Apple's first mass storage system, the 5-megabyte ProFile™ hard disk, is introduced.

NOVEMBER
- After the bugs are successful worked out, the Apple III is promoted under the theme "Allow me to reintroduce myse
- There are now about 3,000 Apple dealers worldwide; a third of them are authorized service centers. Dealers can b found virtually anywhere, including such farflung locale as Kuwait, Qatar, and Surinam
- First annual report rolls off th presses. It notes that the App II installed base has grown to well over 300,000; that employees now number about 2,500; and that Apple has



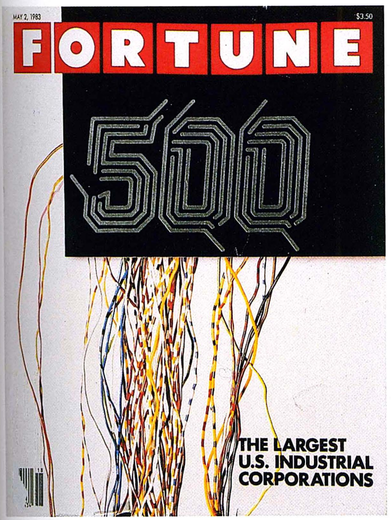
Apple's innovative Lisa computer.



Man is still the most extraordinary computer of all.

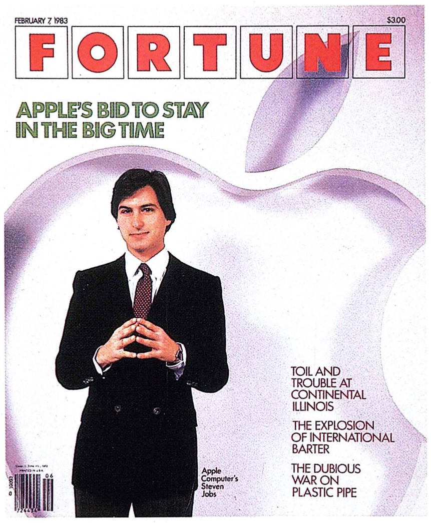
Apple Computer, Inc.
Annual Report
1 9 8 2

The 1982 annual report.


MAY 2, 1983
$3.50
FORTUNE
500
THE LARGEST U.S. INDUSTRIAL CORPORATIONS

Apple breaks into the Fortune 500 at number 411.

Mike Markkula, cofounder and Apple's second president.


FEBRUARY 7, 1983
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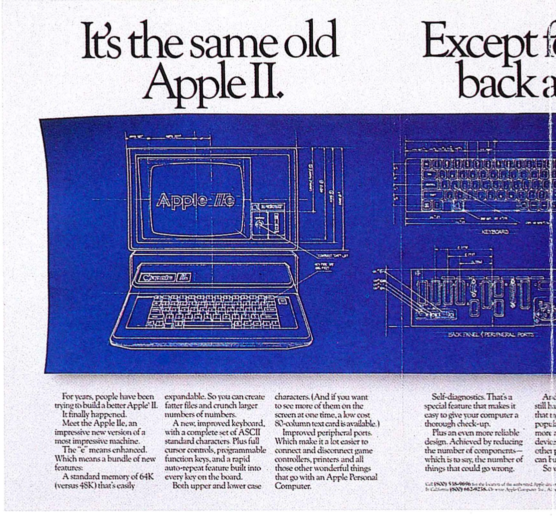
FORTUNE
APPLE'S BID TO STAY IN THE BIG TIME
TOIL AND TROUBLE AT CONTINENTAL ILLINOIS
THE EXPLOSION OF INTERNATIONAL BARTER
THE DUBIOUS WAR ON PLASTIC PIPE
Apple Computer's Steven Jobs



It's the same old Apple II.

Except f
back a

For years, people have been trying to build a better Apple® II.

It finally happened.

Meet the Apple IIe, an impressive new version of a most impressive machine.

The "e" means enhanced. Which means a bundle of new features:

A standard memory of 64K (versus 48K) that's easily expandable. So you can create fatter files and crunch larger numbers of numbers.

A new, improved keyboard, with a complete set of ASCII standard characters. Plus full cursor controls, programmable function keys, and a rapid auto-repeat feature built into every key on the board.

Both upper and lower case characters. (And if you want to see more of them on the screen at one time, a low cost 80-column text card is available.)

Improved peripheral ports. Which make it a lot easier to connect and disconnect game controllers, printers and all those other wonderful things that go with an Apple Personal Computer.

Self-diagnostics. That's a special feature that makes it easy to give your computer a thorough check-up.

Plus an even more reliable design. Achieved by reducing the number of components—which is to say, the number of things that could go wrong.

Apple //e
KEYBOARD
BACK PANEL & PERIPHERAL PORTS

introduced more than 40 new software programs this year.

1982

JANUARY

- R&D gets another boost: Its budget is increased 81 percent over last year, to $38 million.

JULY

- The Apple Dot Matrix Printer is introduced.

AUGUST

- Apple announces that U.S. Customs agents will detain and seize all foreign imitations of the Apple II. Confiscated computers will be destroyed.

NOVEMBER

- A new extended warranty program is announced and dubbed Apple*Care*.®
- Eight community organizations in California and New York receive Apple grants to establish information networks for microcomputers.
- AppleFest®—a showplace for more than 5,000 Apple-related products—opens in San Francisco.

DECEMBER

- $1 billion annual sales rate achieved. Apple throws a "Billion Dollar Party" for employees.
- Community Affairs office created to award grants to civic groups that deal with issues such as housing, drug abuse, the environment, employment, medical research, the arts, and problems facing youth and the elderly.
- *Time* magazine's "Man of the Year" issue is devoted to "The Year of the Computer."

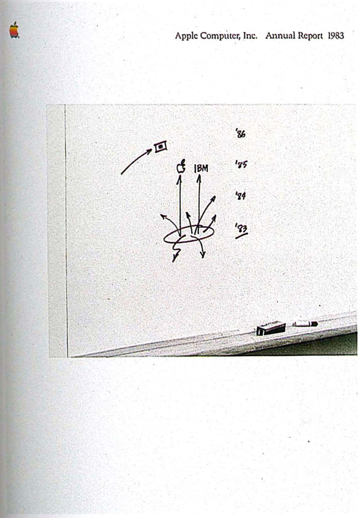
1983

JANUARY

- A big month for new product introductions: the Apple IIe and Lisa computers, and several peripherals.
- To launch new products, Apple's European offices and distributors stage major events in 12 cities — London, Paris, Zurich, Munich, Milan, Stockholm, Amsterdam, Helsinki, Brussels, Tel Aviv, Madrid, and Dublin.

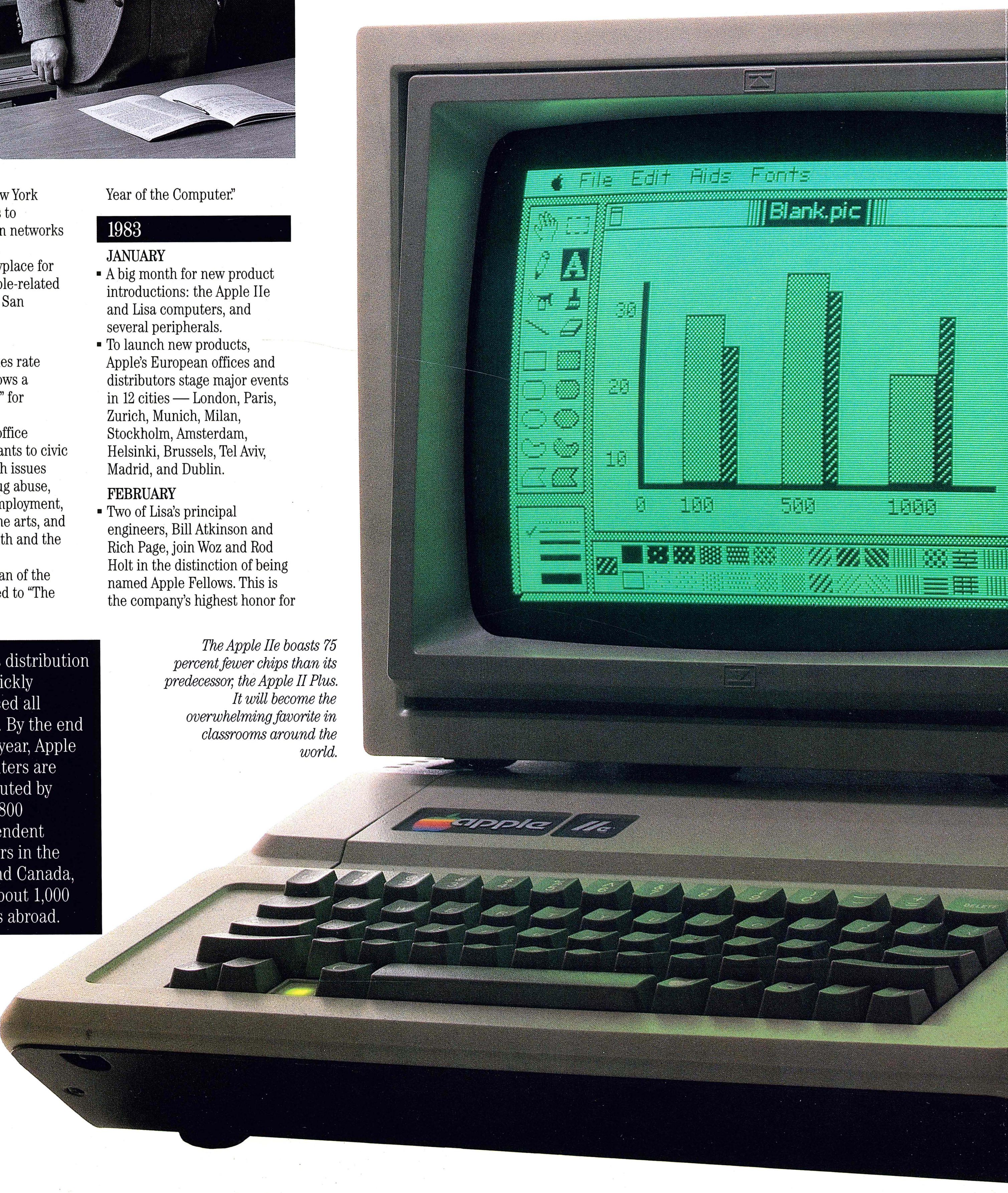
FEBRUARY

- Two of Lisa's principal engineers, Bill Atkinson and Rich Page, join Woz and Rod Holt in the distinction of being named Apple Fellows. This is the company's highest honor for


Apple Computer, Inc. Annual Report 1983
IBM
'86
'85
'84
'83

The 1983 annual report.

Apple's distribution has quickly outpaced all others. By the end of the year, Apple computers are distributed by about 800 independent retailers in the U.S. and Canada, plus about 1,000 outlets abroad.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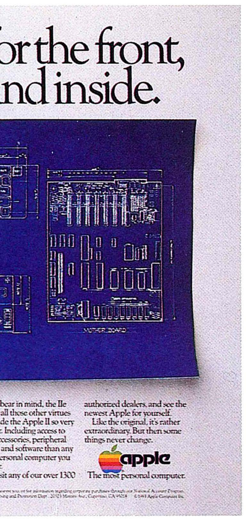
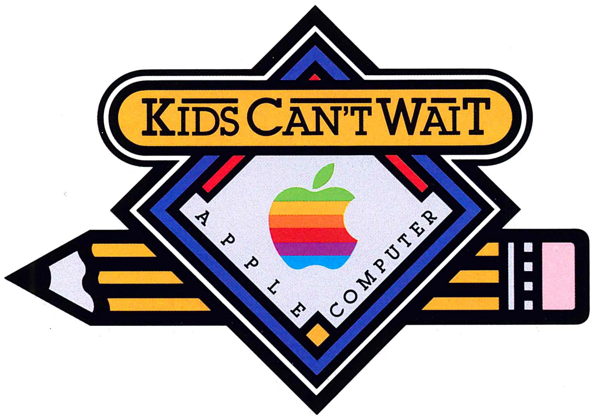
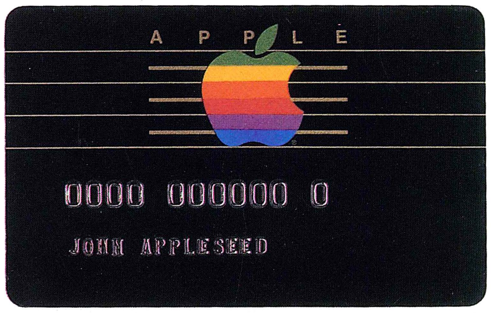
The Apple IIe boasts 75 percent fewer chips than its predecessor, the Apple II Plus. It will become the overwhelming favorite in classrooms around the world.

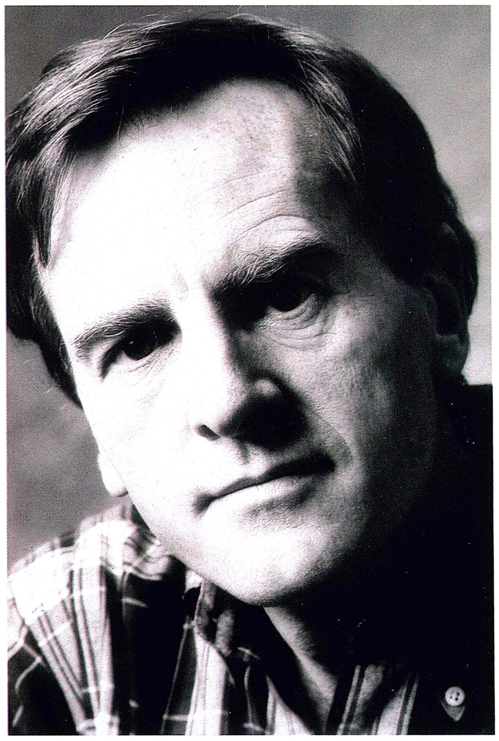




About 9,000 California schools received Apple II's through Kids Can't Wait.

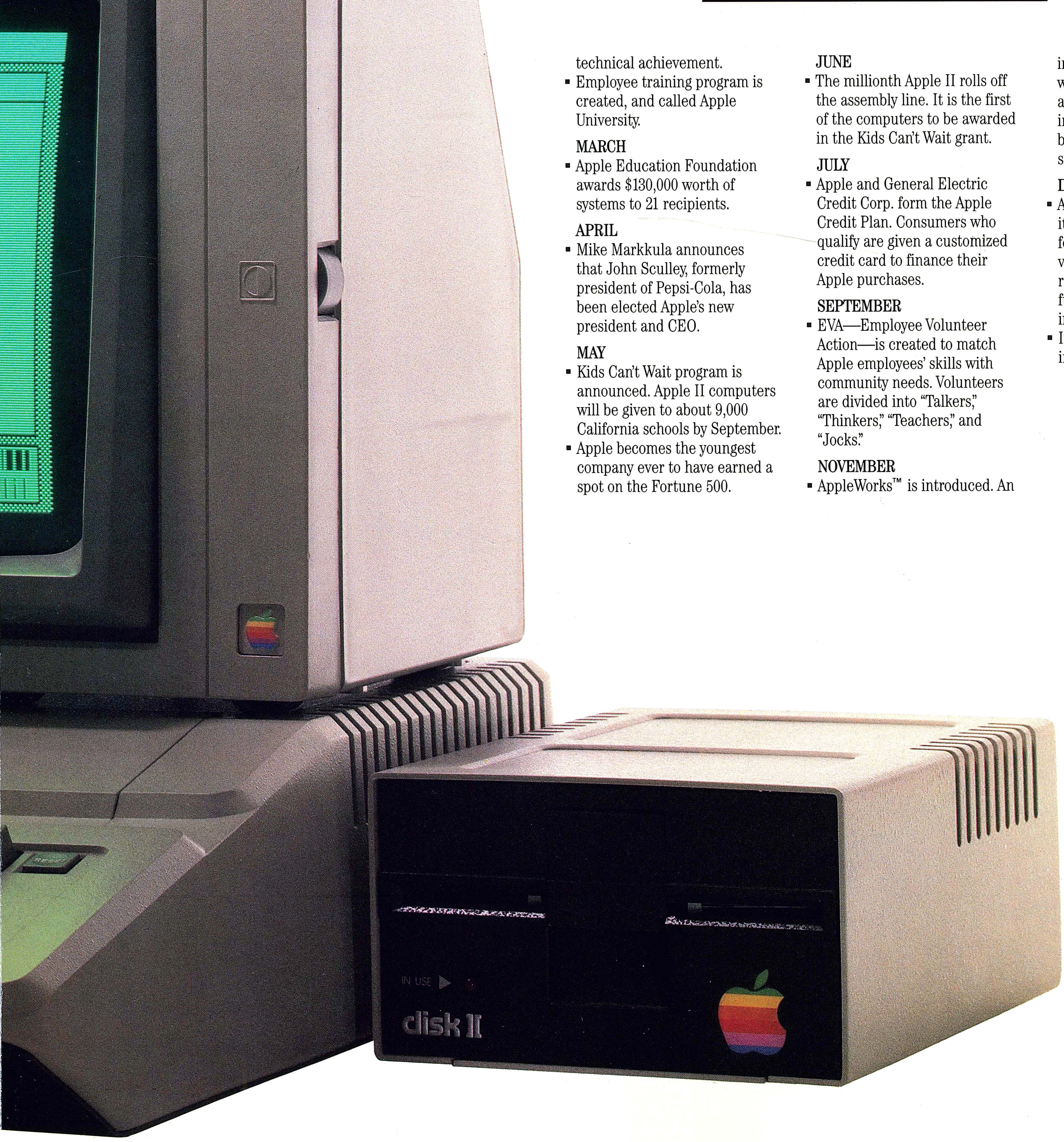


The Apple Credit Card.



Norman Seeff

John Sculley, current president and chairman.



technical achievement.

- Employee training program is created, and called Apple University.

MARCH

- Apple Education Foundation awards $130,000 worth of systems to 21 recipients.

APRIL

- Mike Markkula announces that John Sculley, formerly president of Pepsi-Cola, has been elected Apple's new president and CEO.

MAY

- Kids Can't Wait program is announced. Apple II computers will be given to about 9,000 California schools by September.
- Apple becomes the youngest company ever to have earned a spot on the Fortune 500.

JUNE

- The millionth Apple II rolls off the assembly line. It is the first of the computers to be awarded in the Kids Can't Wait grant.

JULY

- Apple and General Electric Credit Corp. form the Apple Credit Plan. Consumers who qualify are given a customized credit card to finance their Apple purchases.

SEPTEMBER

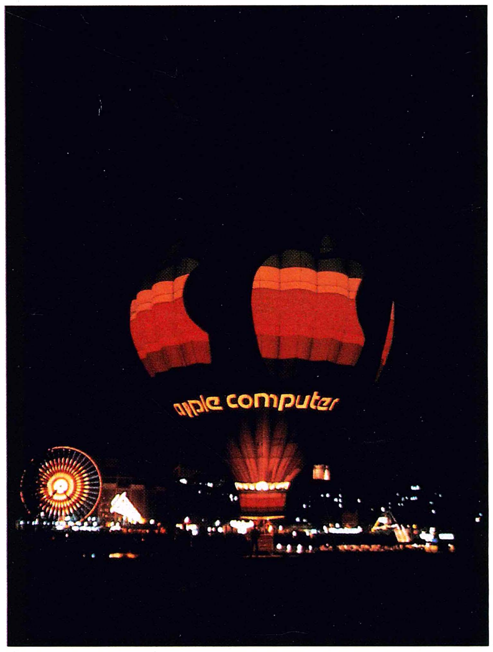
- EVA—Employee Volunteer Action—is created to match Apple employees' skills with community needs. Volunteers are divided into "Talkers," "Thinkers," "Teachers," and "Jocks."

NOVEMBER

- AppleWorks™ is introduced. An integrated package containing word processing, spreadsheet, and data base applications all in one, AppleWorks will soon become the world's best-selling software.

DECEMBER

- Apple III Plus announced; its list price is $2,995. New features include an interlace video mode that doubles screen resolution, a clock/calendar function, a "delete" key, and an improved operating system.
- ImageWriter® printer is introduced.



CURIOSITY

5

FOOD, CLOTHING, AND SHELTER—THESE ARE OUR MOST BASIC NEEDS.

Logically, then, these would be the things that most often bring people together with their personal computers. To help irrigate a wheat farm. To automate a sweater-knitting factory. To design a more efficient solar home.

And, to be sure, personal computers are doing all that.

But not *just* that, as even a cursory glance through the stories on these pages will show.

Apparently, we all share another basic need: the need to ask why. Not because we have to know about something, but because we want to.

The stars above us, the fossils below, the chatter of dolphins, the collision of protons—there's no easy explanation for why such seemingly trivial matters are so important to us. Or why, say, the structure of a DNA molecule may so completely fascinate one person, and so utterly bore another.

Sociologists tell us that this boundless curiosity about our world distinguishes us from other thinking creatures. Yet, because each of us is attracted to a completely unique set of interests, our curiosity also serves to separate us from one another.

Take a group of children into the woods for a nature hike, and you'll get a good taste for just how unalike our interests can really be. One child will have endless questions about the wild animals your group might encounter; another will begin collecting fallen leaves from different trees; a third will want to know if Daniel Boone ever walked down the same trail; a fourth will sit mesmerized before an anthill, watching the colony of insects go about their work.

Kids, of course, are natural subjects for any discussion of curiosity—it's not that they're more inquisitive than grownups, it's just that they're less inhibited about it. They don't think literally, they think creatively.

It's an age-old joke among parents that their children have more fun at Christmas with an empty box than with the toy that came in the box. Is it really so difficult to see why? There's never any doubt what the toy is for—*but what can I do with this neat box?*

FACING PAGE AND FOLLOWING PAGES:

Berkeley, California—Scientists have long wondered why dinosaurs disappeared from the earth so suddenly sixty-five million years ago. Physicist Richard Muller (facing page) has a possible explanation—one that grew out of a popular theory developed by Nobel laureate Luis Alvarez and his son, geologist Walter Alvarez (following pages). The Alvarez theory holds that a giant asteroid slammed into the earth, raising a dust cloud that blocked sunlight, prevented photosynthesis, and thus killed off most species. Muller, however, thinks the dust cloud may have been caused by a massive shower of comets. Using his Macintosh, Muller demonstrates the possibility that the comets circle a yet-undetected star orbiting our sun (and raining destruction on our planet) every twenty-six million years. If true, we may be due for the next cataclysm in just another few million years.

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CANES VENATICI
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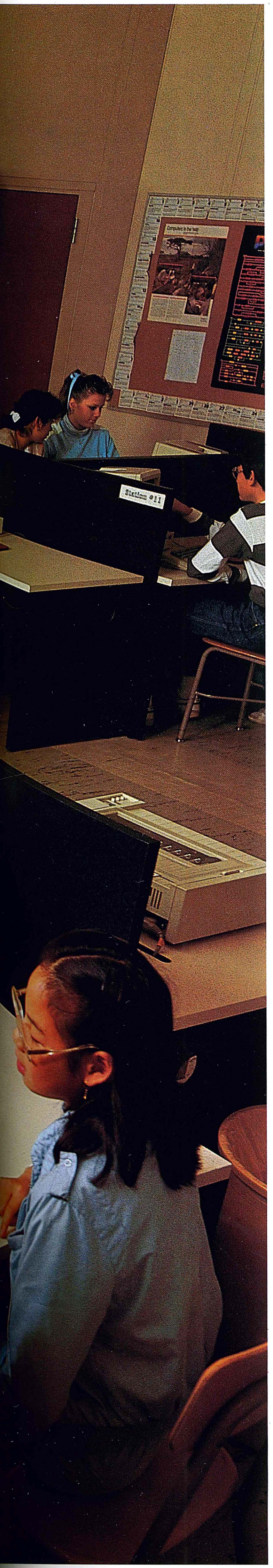
Station # 3



We need more empty boxes. To tease us, tempt us, lure us down winding paths and into the secret caverns of our curiosity.

We need more empty boxes. Without them, all we have left are the uninspiring toys inside.

We need more empty boxes.

And the most mysterious, the most exhilarating, the biggest, neatest, emptiest box of all time just happens to be a personal computer.

"We see the computer—regardless of how powerful it becomes—as always a product that starts with the individual," says Apple's president, John Sculley. "Personal computing is a *personal* experience."

It seems only appropriate, then, for this narrative to step aside and allow a handful of "personal experiences" to do the talking.

FACING PAGE:
San Mateo, California—What if students and teachers had almost unlimited access to personal computers? Would kids learn better? Would teachers teach better? To help answer those questions, Apple has seeded a number of schools with computer labs, such as this one at Hillsdale High. In fact, Apple is in the midst of a long-term research project called Apple Classroom of Tomorrow. In several ACOT℠-designated classrooms across the country, every teacher and student is given an Apple computer for both school and home. It's hoped that the ACOT project will someday uncover exciting new concepts for educating our children.

FOLLOWING PAGES:
Cambridge, Massachusetts—Teachers are always on the lookout for new ways to satisfy their students' curiosity, particularly when it comes to hard-to-grasp concepts. Eric Mazur, professor of applied physics at Harvard University, thinks the solution lies in better visual aids—Macintosh, for instance. To demonstrate the collision of two protons, Mazur used digitized photographs to animate such a collision on his Macintosh; then he projected it all onto a large screen in his classroom. In a matter of seconds, his students understood what might have taken pages of data to explain.

CM
NOV 15 EXAMINATION
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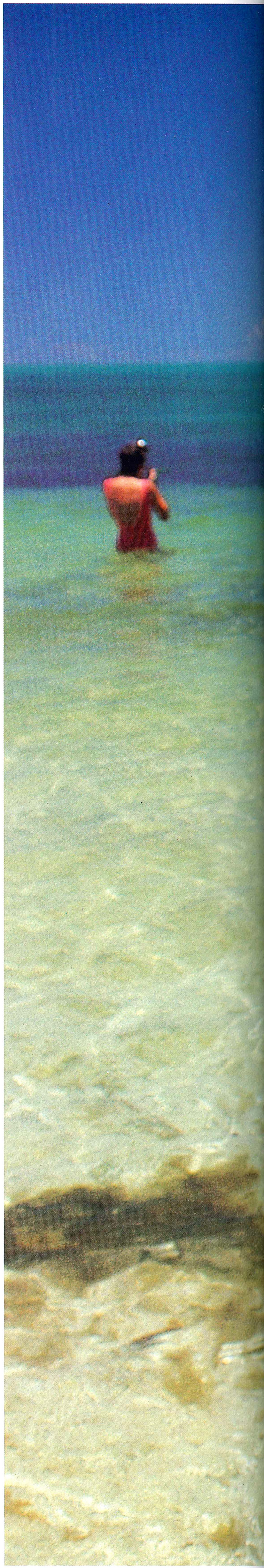
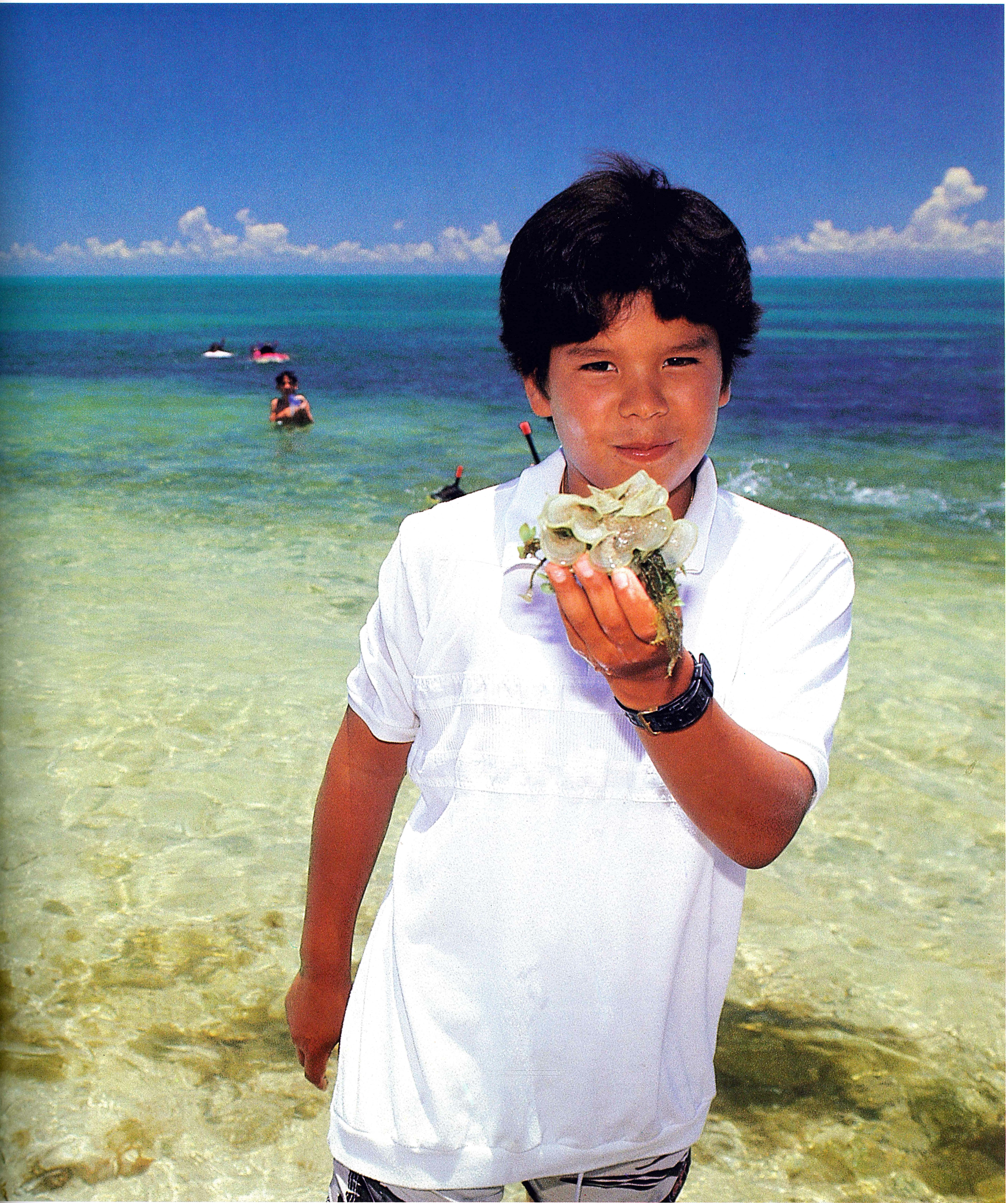


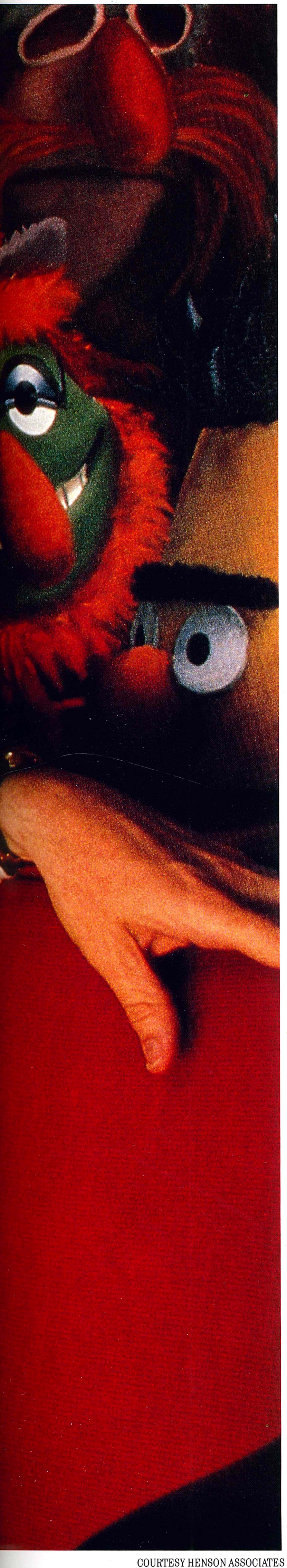
ABOVE:

San Diego, California—With two-thirds of the earth buried under water, it's natural for us to want to know more about the nature of our oceans. Kim McCoy, a scientist with Ocean Sensors, Inc., relies on his Apple IIc to turn reams of raw information—water salinity levels, for instance, or electrical conductivity—into charts and tables that make our underwater world a bit less mysterious.

FACING PAGE:

Marathon, Florida—While most children can only read about ocean life, the kids at Stanley Switlik Elementary School actually explore it. And why not? They have an ocean behind the school, and ten Apple IIe computers in the classroom. The students make frequent trips into the water to collect specimens of marine life. Back in class, they use their Apple computers to build a data base on the animals they've found: the latitude and longitude where each organism was captured; depth, clarity, and salinity of the water; distance from shore; and floor type. Besides helping the kids learn marine biology firsthand, says teacher Chris Yahn, "The Apple computers have also taught them to be more observant."





COURTESY HENSON ASSOCIATES

IMAGINATION

6

IF YOU WORK AT APPLE AND ARE ASKED TO THINK OF A DRAMATIC WAY TO INTRODUCE A new computer at a dealer sales meeting, you don't just throw a slide up on a screen and say, Ta-dah! You seat an Apple employee beside every dealer in the assembly hall. Then, on cue, you have each employee pull a new computer out from under a chair, hold it high overhead to the triumphant blare of music, and, with great ceremony, present it to the stunned dealer in the next chair.

If you work at Apple and are asked to think of a way to reach people who might never set foot in a dealer's store, you don't just run more ads. You plan a twenty-six-city tour of "open house" events. You build stages, video kiosks, and hands-on demonstration sites. You hand out free Apple gifts to kids and their parents. And you do it all—not in a dealer's store, but smack in the middle of a shopping mall.

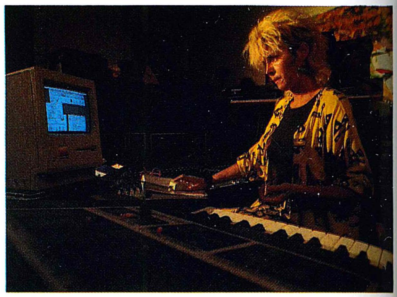
If you work at Apple and are asked to give names to your building's conference rooms, you don't just call them Rooms A, B, and C. You name them after famous painters, like daVinci, Matisse, and Picasso. Or after the islands of Oahu, Molokai, and Maui. Or after your favorite wines—Cabernet, Riesling, Zinfandel. Or after popular TV game shows, or soap operas, or department stores, or even the Seven Deadly Sins.

This is a company that takes imagination seriously.

There aren't many formal rules at Apple, so the most important ones are usually the unwritten ones. And the first unwritten rule is that every assignment should be taken as a dare to try the unexpected. An invitation to do something great.

Of course, it's relatively easy to feel inspired when you're in charge of the multimillion-dollar launch of a new computer. But the remarkable thing is that at Apple, almost *everybody* thinks beyond the obvious. On almost every project, no matter how obscure or frugal.

The people you'll find working past ten o'clock on any given night aren't all designing Apple's next computer or disk drive. Chances are, someone will be putting the finishing touches to an extraordinarily intricate on-screen illustration for an in-store demonstration disk. Someone else may be



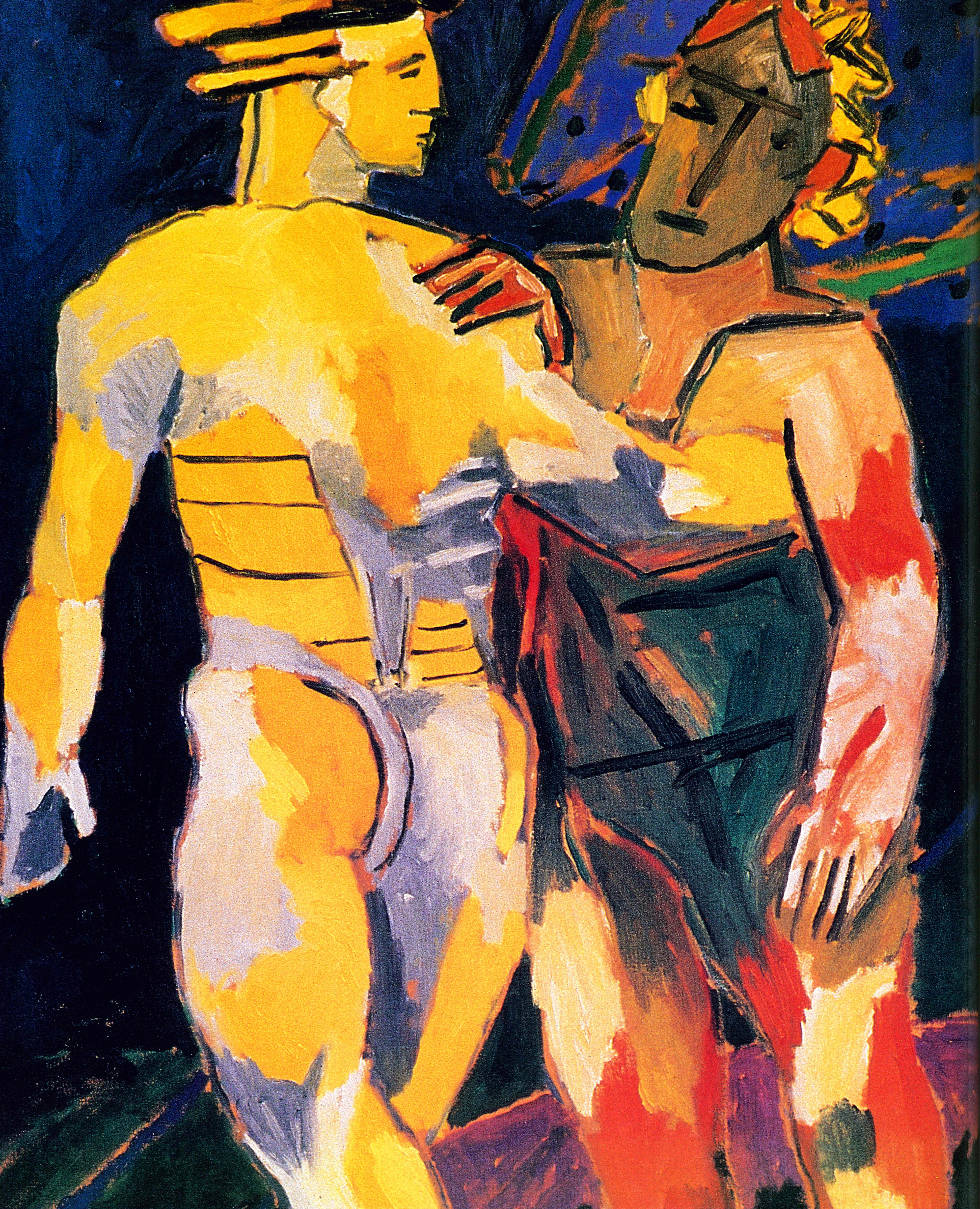
LEFT AND ABOVE:
Toronto, Canada—Their performing name is The Only Human Rock Band, and their songs are just as original. But then, so is the way those songs are written. Patricia Cullen composes music for the band right on her Macintosh.

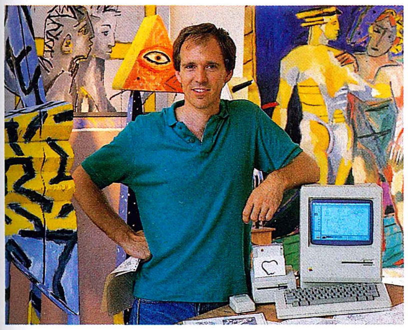
BELOW LEFT:
Tokyo, Japan—Synthesizer musician Fumitaka Anzai finds that he can write a new stanza on his Macintosh almost as fast as he can imagine it—and then hear the music he's just written, note for note, with the click of a mouse button.

FACING PAGE:
San Francisco, California—"A computer should show you options you had never thought of before." The words are those of Dr. August Coppola, Dean of San Francisco State University's School of Creative Arts. The school has its own Macintosh lab, in which teachers and students are free to explore more imaginative options in virtually any art form—dance, music, painting, design, or whatever.

PREVIOUS PAGES:
New York City, New York—"I feel like I'm playing when I use the Mac," says Jim Henson, creator of the Muppets. "But it's quite possible that any one of the characters I sketch out on the screen could end up in a project we do in the next couple of years." Henson, who knows a thing or two about kids, believes "the visual quality is exactly what makes the Mac good for children, too. Hopefully, the Macintosh will influence all educational software in the next few years."

CREATIVE ART'S SHOP
5





laboring over an ingenious plan for enticing people to apply for Apple credit cards. And sure enough, somebody's bound to be starting the sixteenth design for a workgroup's T-shirt.

Apple's best people are masters of one-upmanship—only they play against themselves, not each other. It's an unpardonable disgrace to have come up with just one solution to a problem (two or three are still nothing to brag about). Apple is a place where people cherish their ideas more than their job titles. And where a spark from one isolated corner can ignite the imagination of an entire company, from the halls of Cupertino to the shores of Singapore.

Such a thing happened not long ago—a spark that grew to a flame, then a bonfire. It wasn't expected, it wasn't studied, it wasn't planned.

In fact, at first it wasn't even noticed.

"The best way to predict the future is to invent it."

—APPLE BUMPER STICKER

Bill Fernandez is a man who has much to be proud of. As a teenager, he introduced Steve Wozniak to Steve Jobs. Later, he was the first employee Woz and Jobs hired for their new company. And ever since, he's been instrumental in building some of Apple's most successful products.

But what Bill Fernandez takes the most pride in—what makes his eyes glaze over, his otherwise steady voice rise in pitch—is the fact that he was once part of a very special group creating a very special computer.

"I was maybe the twelfth or fifteenth person on the team," Fernandez says, "and I put a lot of loving effort into it over a period of three years. We all did."

It was called the Macintosh project.

Macintosh was an accident that wasn't supposed to happen (and at any other company, it probably wouldn't have). It started out in 1980 as just a bit of "Gee, wouldn't it be neat if . . ." banter between an engineer named Jeff Raskin and a handful of coworkers. Maybe a little tinkering after hours, no big deal—this sort of backroom hacking was always going on around Apple. For quite a while, nobody outside of a small circle of friends even knew about Macintosh. And it began to look as if it might stay that way.

After all, Apple already had its hands full at the time, what with meeting the public's insatiable demand for its Apple II, perfecting its powerful new Apple III, and designing the soon-to-be-released

BOTH PAGES:
San Antonio, Texas—Before the vivid art of Larry Graeber appears on canvas, it often appears on a Macintosh screen. Graeber prefers his computer to a traditional sketchpad because it allows him to change an object's shape, pattern, or size just by moving the Macintosh mouse an inch or two. So in the time it normally takes to erase and redraw part of a sketch, Graeber can now look at three entirely different versions of that sketch—or move on to another idea altogether.

Lisa® computer. The last thing Apple needed, its managers thought, was yet another computer in the works. So the Macintosh project was officially banned from further development.

Unofficially, though, the tiny Macintosh group continued their work. And in time they found that they had more to go on than just their own ambition and a few spare parts.

They had the chairman of the company, Steve Jobs.

At first, Jobs had objected to Macintosh. But in time, he fell in love with its concept. No, that's putting it too lightly—Jobs was *on fire.* And when Jobs caught fire, it spread.

Before long, the Macintosh project had attracted a number of extremely talented people, and acquired a reputation for its team's near-maniacal devotion to the task at hand.

Hunkered down in the second-floor offices of a featureless building a half-mile from the rest of the company, this renegade team went at it. Relentlessly. They didn't so much work together as live together. Ninety-hour weeks were common. Their fuel was the fresh fruit juice in the refrigerator, carryout pizza at midnight, and each other's raw enthusiasm.

As the pressure grew, so did the camaraderie; the Macintosh team's headquarters (which eventually moved onto the company's campus) seemed more and more like a college frat house. Rock and roll blasted from the lobby's stereo, a pirate flag flew defiantly from the roof, engineers would suddenly abandon their circuit boards for a fierce game of ping-pong.

There was a sense of craziness, to be sure. But far stronger was a sense of purpose. Everyone on the team understood that Macintosh would be the ultimate challenge to their imaginations. That for once in their lives, they could build a computer that was driven not by market studies or buying trends, but purely by their own instincts and dreams.

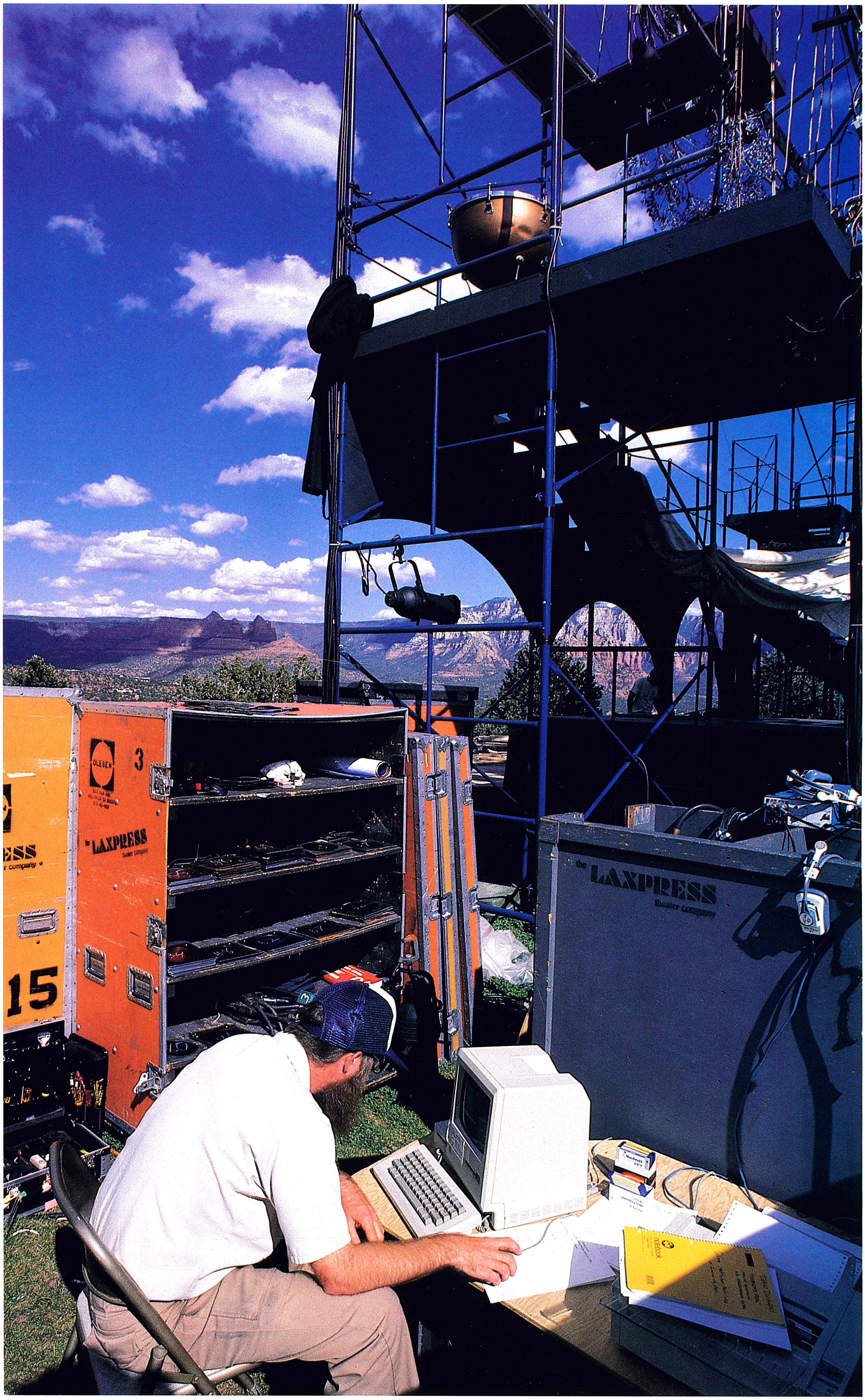
This was to be the computer that *they* would want to own.

And the only rule was: anything goes.

THIS PAGE:
Amsterdam, Netherlands—Hans Rademakers is what the Dutch call a "greengrower." Every year he creates dozens of beautiful gardens for the City of Amsterdam. But it's not a spade or hoe Rademakers works with—it's a Macintosh. Aside from designing a garden's overall plan, the computer simplifies the task of choosing from over six thousand plants to achieve the desired mix of colors.

Anything went.

Macintosh—"The computer for the rest of us," its advertising said—turned out to be just about everything its creators wanted, and more than anyone else expected. Its graphics, type styles, icons, pull-down menus, built-in networking, and wondrously simple operation seemed light years ahead of any other personal computer on the market. Yet, as its inventors delighted in pointing out, Macintosh achieved all this with fewer chips than you'd find stuffed onto a typical plug-in, black-and-white video card for an IBM PC—just the card, mind you, not the computer.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15
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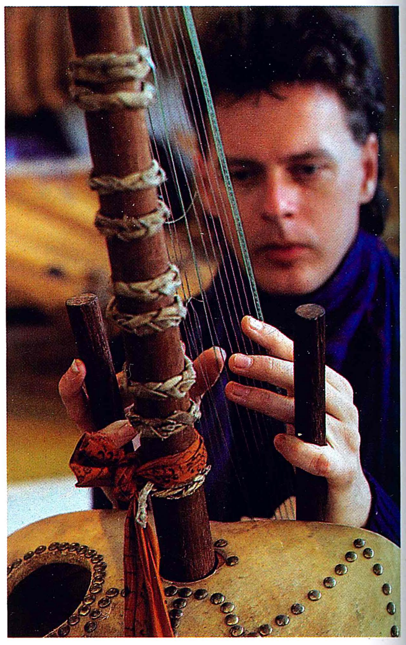
THIS PAGE:

Sedona, Arizona—In the making of a motion picture, there's just as much imagination going on behind the camera as before it. Dan Dugan, for instance, is an expert at lighting design. He uses a Macintosh to sketch mechanical drawings of a film's sets, then uses those drawings to light each scene in a way that contributes to its mood—romantic, suspenseful, gloomy, or cheerful. Because it's such a critical tool in Dugan's work, the Macintosh often accompanies him out on location, such as this production site for the movie Nobody's Fool.



Macintosh was a huge success. And it established a new industry standard.

A brazenly ambitious sales goal—fifty thousand within a hundred days—was set and met. Business magazines pronounced Macintosh *the* product of 1984. Apple's shareholders gave it a five-minute standing ovation at their annual meeting. And just about everyone, even a few Big Blue loyalists, admitted that Macintosh was a work of genius.

But Apple knew better.

It was a work of imagination.

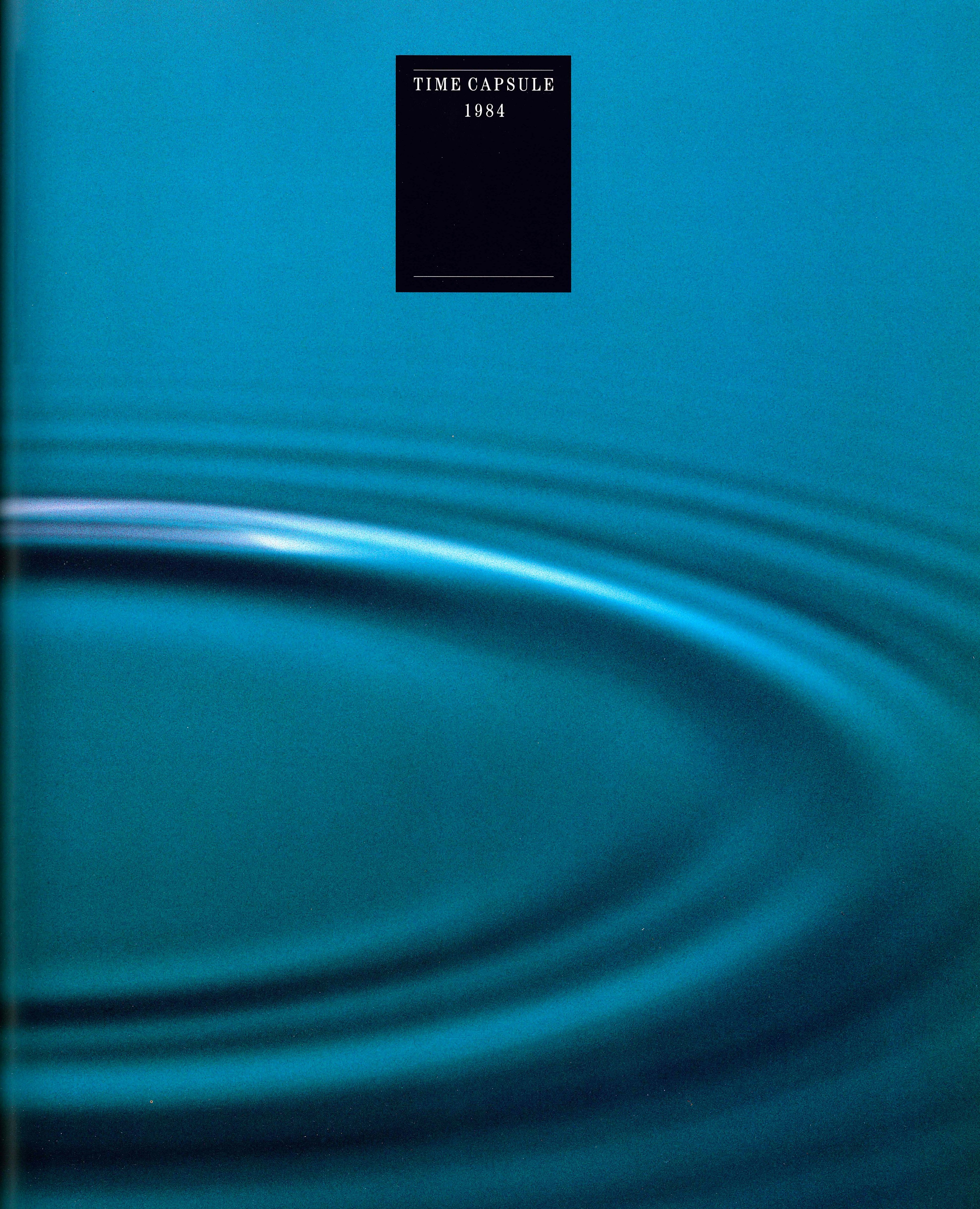
"We are artists, not engineers," Steve Jobs told an interviewer at the time. That's always been true at Apple. The people you see gazing wordlessly into a computer monitor, or noisily debating some issue behind a glass conference room wall—these people are painters, sculptors, and musicians whose *minds* are their canvas, clay, and instrument. And they instinctively know what all artists know:

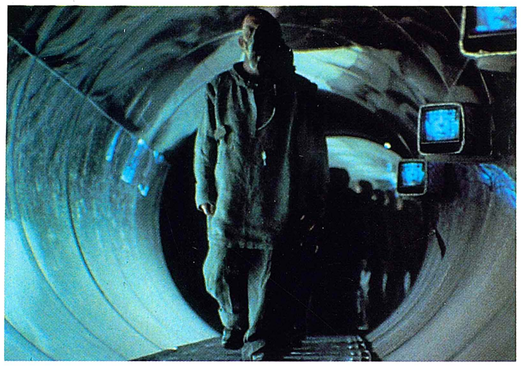
Release your own imagination, and you can capture the world's.

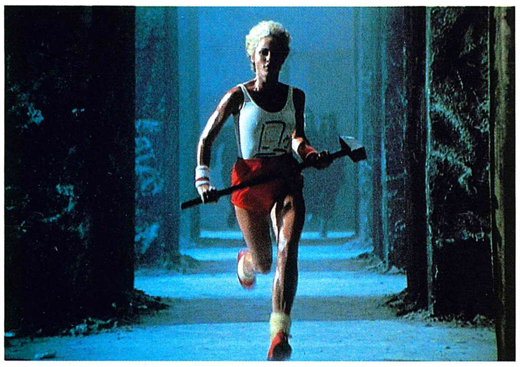
THIS PAGE:

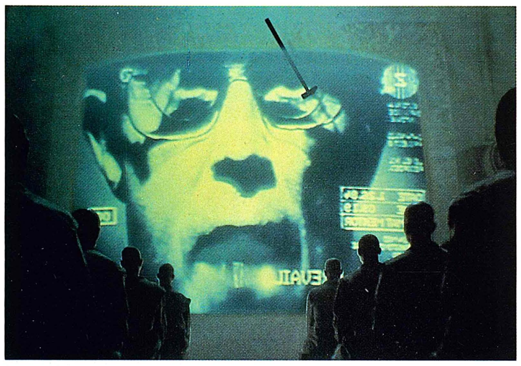
Vancouver, Canada—Imagine an artistic performance that's controlled not only by the artist, but also by the audience. That's exactly what Randy Raine-Reusch demonstrated to surprised visitors at Vancouver's Expo 86. Each member of the audience was fitted with a biofeedback device called a fingerwrap, which transmitted galvanic skin responses directly into an Apple IIe. As musicians played onstage, the Apple would instantaneously alter the musical score according to the audience's electro-physiological reaction to what was being heard. According to Raine-Reusch, the music took on qualities of a living organism, fed by the actions and responses of the audience.

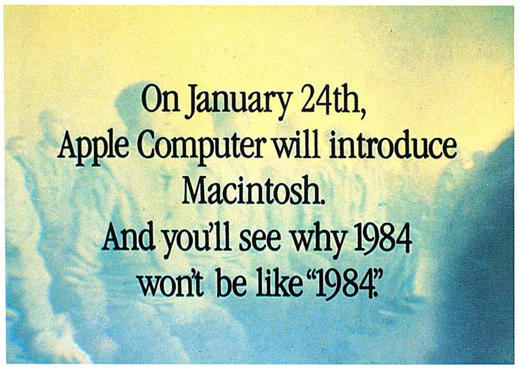
TIME CAPSULE
1984

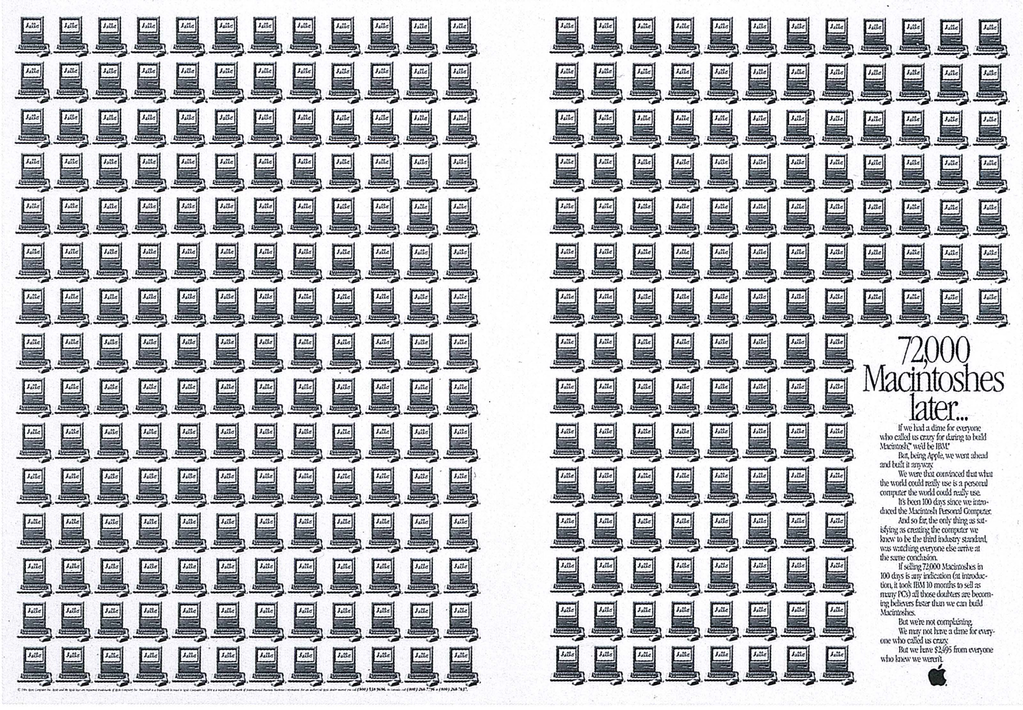












72,000 Macintoshes later...

If we had a dime for everyone who called us crazy for daring to build Macintosh,™ we'd be IBM.®

But, being Apple, we went ahead and built it anyway.

We were that convinced that what the world could really use is a personal computer the world could really use.

It's been 100 days since we introduced the Macintosh Personal Computer.

And so far, the only thing as satisfying as creating the computer we knew to be the third industry standard, was watching everyone else arrive at the same conclusion.

If selling 72,000 Macintoshes in 100 days is any indication (at introduction, it took IBM 10 months to sell as many PCs) all those doubters are becoming believers faster than we can build Macintoshes.

But we're not complaining.

We may not have a dime for everyone who called us crazy.

But we have $2,495 from everyone who knew we weren't.

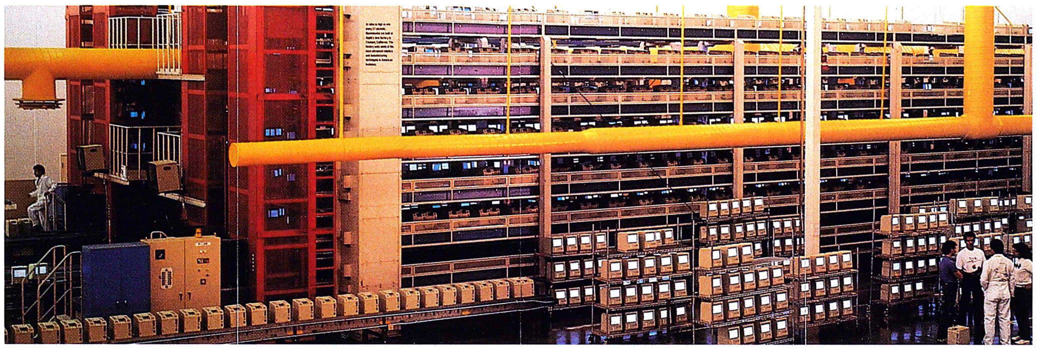
Of the 235 million
people in America, only a fraction
can use a computer.

Macintosh comes out of the bag in this 20-page magazine ad.

1984

JANUARY

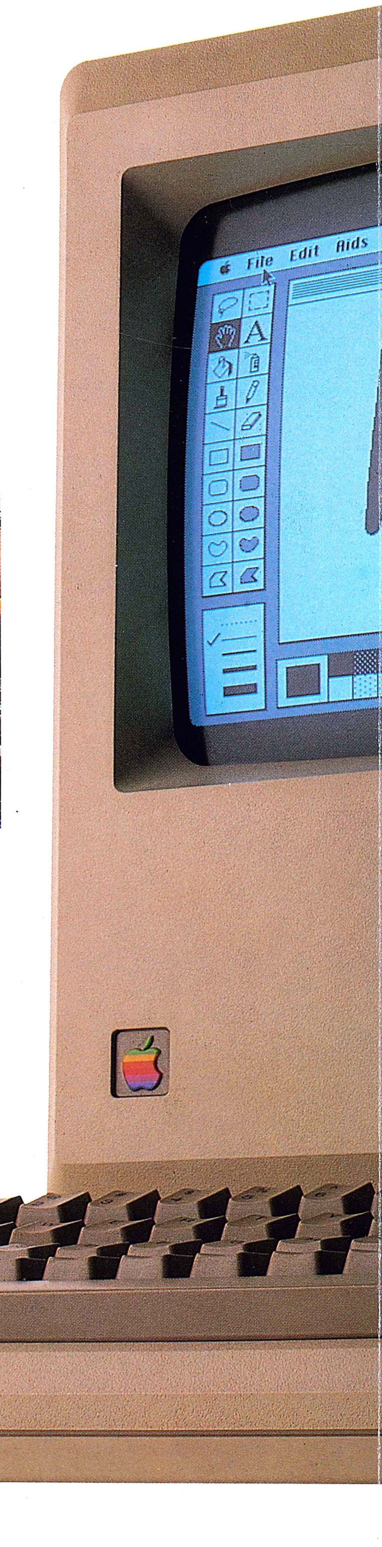
- Apple's landmark "1984" commercial airs during the Super Bowl broadcast. This is the only time Apple will run the spot, but over the following weeks it is replayed by dozens of news and talk shows, making "1984" one of the most talked-about, best-remembered ads in television history.
- Macintosh is unveiled at Apple's annual shareholders' meeting. Following an on-stage demonstration, the remarkable computer receives a standing ovation.
- Apple University Consortium is announced. Twenty-four leading colleges and universities agree to conduct major development programs with the Macintosh, and commit $61 million to the project over a three-year period.
- A new factory — designed and built exclusively for the production of Macintoshes—is unveiled in Fremont, California.

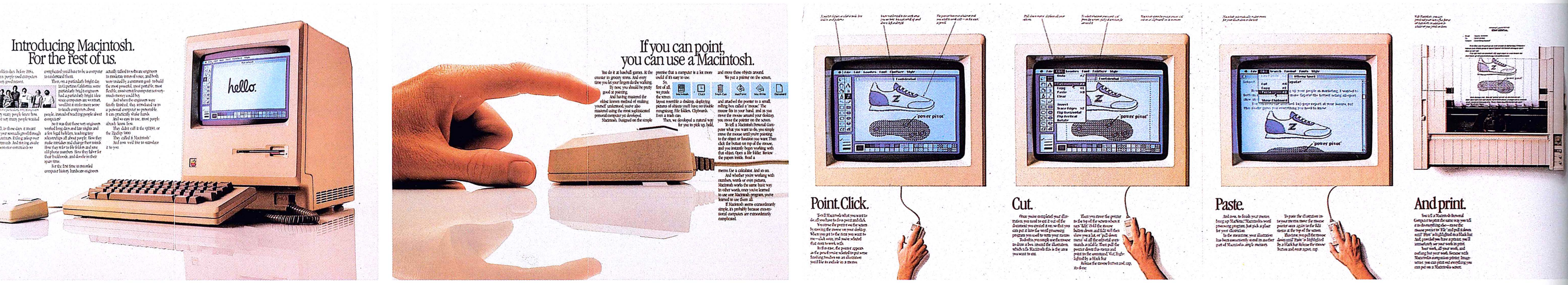


© Cheryl Rossum 1983

The Macintosh factory, one of the world's most automated manufacturing plants.

Robin Williams performs for employees at a party celebrating the Apple IIc's introduction.




Introducing Macintosh. For the rest of us.
hello.
If you can point, you can use a Macintosh.
Point. Click.
Cut.
Paste.
And print.

If you have a desk, you need a Macintosh.
And here's where ordinary personal computers draw a blank.
What makes Macintosh tick. And, someday, talk.
What to give the computer that has everything.

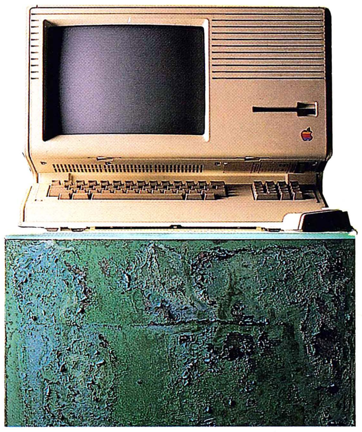
Font FontSize Style
hello
hello.

The facility is one of the nation's most automated plants, and borrows some of Japan's most advanced manufacturing methods: robotics, just-in-time materials delivery, a linear assembly line, and an improved quality of life for workers.

- Lisa 2 series of computers introduced — three higher-performance versions of the original Lisa.

FEBRUARY

- Apple introduces two modems.

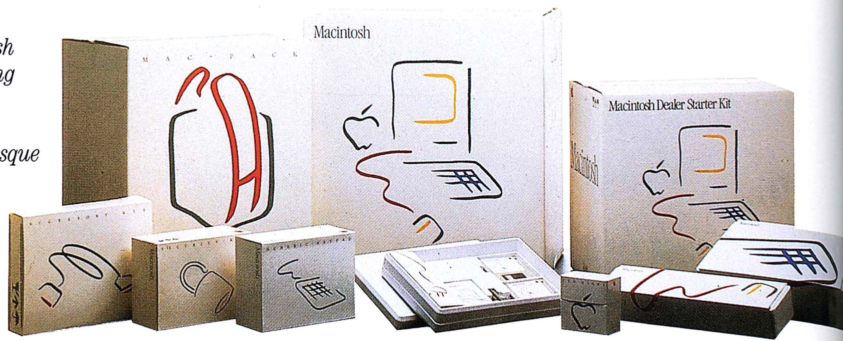


MARCH

- Apple inserts a 20-page ad for Macintosh in several major magazines. The ad sets new records for readership and recall scores.

APRIL

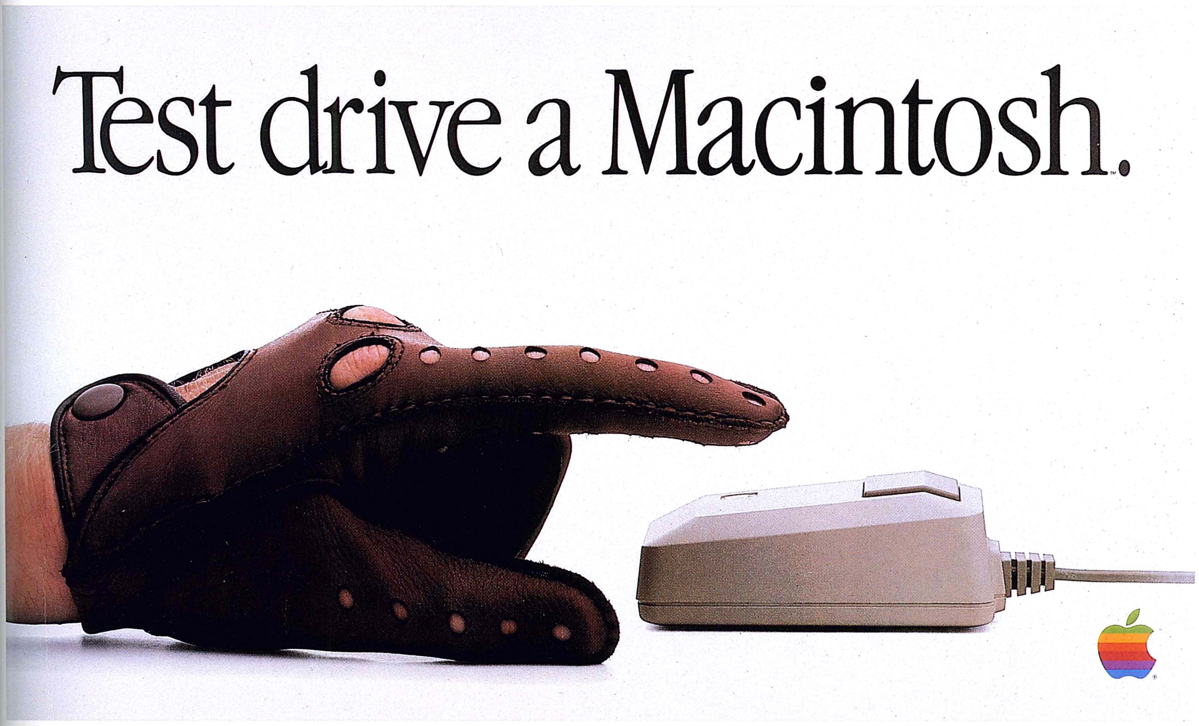
- Apple IIc introduced at the company's "Apple II Forever" conference in San Francisco. The event (which at one point is rocked by an earthquake) reconfirms Apple's commitment to the Apple II product line.


Macintosh
Mac Pack
Macintosh Dealer Starter Kit
Macintosh

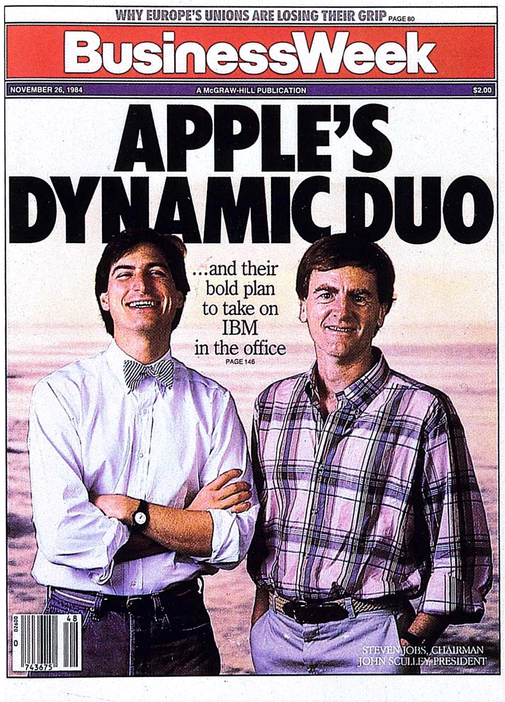
Macintosh packaging sports a unique, Picasso-esque design.

On January 24th, Apple Computer will introduce Macintosh. And you'll see why 1984 won't be like "1984"
Annual Report 1984
MACINTOSH

The 1984 annual report.


Test drive a Macintosh.

About 200,000 people take Apple up on its invitation to try a Macintosh.


WHY EUROPE'S UNIONS ARE LOSING THEIR GRIP PAGE 80

BusinessWeek

NOVEMBER 26, 1984 A McGRAW-HILL PUBLICATION $2.00

APPLE'S DYNAMIC DUO

...and their bold plan to take on IBM in the office PAGE 146

STEVEN JOBS, CHAIRMAN
JOHN SCULLEY, PRESIDENT

Two thousand dealers place orders on the spot for more than 52,000 units — an industry record.

- Management tells employees that the Apple III product line will be discontinued.
- Macintosh reaches its 100-day sales goal of 50,000 units.

MAY

- Apple severs its ties with domestic manufacturer representatives, saying it will build its own salesforce to serve the dealer network. Ads that run the following month will attract 12,000 applicants — 360 people will be hired and brought to Cupertino for an intensive training course called Sell With Apple Training, or SWAT.

- Plant in Cork, Ireland, begins producing custom-language Macintosh computers for Germany, Italy, and the United Kingdom.
- Apple Product Faire. A one-day, company-sponsored event for all employees and their families. Over 2,500 attend to take part in demonstrations of new products and software.

JULY

- Apple's new 15,000-square-foot plant in Mexico City begins production.
- Apple is elected to the *Consumers Digest Hall of Fame* for responsiveness to consumer needs.

AUGUST

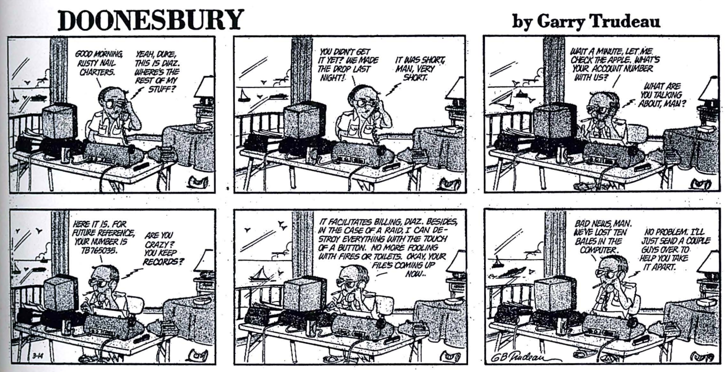
- Apple IIc receives the 1984 Industrial Design Excellence Award, sponsored by the Industrial Designers Society of America.
- Employee Fitness Center opens on the Apple campus.

SEPTEMBER

- Macintosh 512K is introduced, three months ahead of schedule. Nicknamed "Fat Mac" by users and the press.

OCTOBER

- Apple Corporate Grants department is formed. Encompasses Education Affairs and Community Affairs, as well as the company's Employee Volunteer Action program.
- Record sales announced for fiscal 1984 — $1,515.9 million, a 54 percent increase over the previous year.
- Vice presidential candidate Geraldine Ferraro stumps for votes on the Apple campus in


DOONESBURY
by Garry Trudeau
GOOD MORNING, RUSTY NAIL CHARTERS.
YEAH, DUKE, THIS IS DIAZ. WHERE'S THE REST OF MY STUFF?
YOU DIDN'T GET IT YET? WE MADE THE DROP LAST NIGHT!
IT WAS SHORT, MAN, VERY SHORT.
WAIT A MINUTE, LET ME CHECK THE APPLE. WHAT'S YOUR ACCOUNT NUMBER WITH US?
WHAT ARE YOU TALKING ABOUT, MAN?
HERE IT IS. FOR FUTURE REFERENCE, YOUR NUMBER IS TB765035.
ARE YOU CRAZY? YOU KEEP RECORDS?
IT FACILITATES BILLING, DIAZ. BESIDES, IN THE CASE OF A RAID, I CAN DESTROY EVERYTHING WITH THE TOUCH OF A BUTTON. NO MORE FOOLING WITH FIRES OR TOILETS. OKAY, YOUR FILE'S COMING UP NOW..
BAD NEWS, MAN. WE'VE LOST TEN BALES IN THE COMPUTER.
NO PROBLEM. I'LL JUST SEND A COUPLE GUYS OVER TO HELP YOU TAKE IT APART.
3-14
G.B. Trudeau

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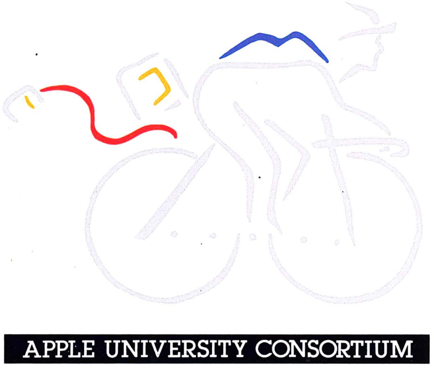
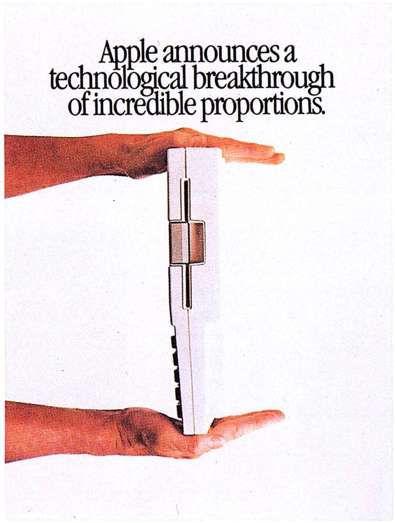
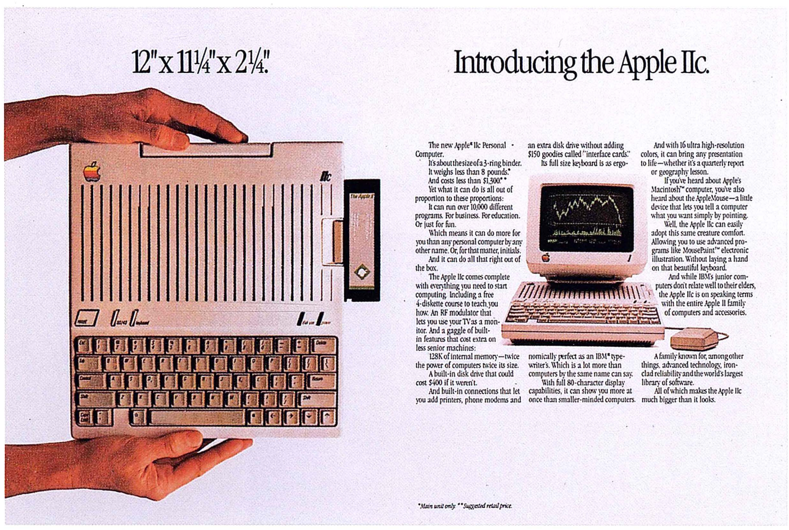

APPLE UNIVERSITY CONSORTIUM

"Come Meet Macintosh" exhibition in Hong Kong attracts 200,000 people in just three days.

Apple II Forever!
Apple II Forever!

The Apple IIc.


Apple announces a technological breakthrough of incredible proportions.


12"x 11¼"x 2¼".

Introducing the Apple IIc.

The new Apple® IIc Personal Computer.

It's about the size of a 3-ring binder.

It weighs less than 8 pounds.*

And costs less than $1,300.**

Yet what it can do is all out of proportion to these proportions:

It can run over 10,000 different programs. For business. For education. Or just for fun.

Which means it can do more for you than any personal computer by any other name. Or, for that matter, initials.

And it can do all that right out of the box.

The Apple IIc comes complete with everything you need to start computing. Including a free 4-diskette course to teach you how. An RF modulator that lets you use your TV as a monitor. And a gaggle of built-in features that cost extra on less senior machines:

128K of internal memory—twice the power of computers twice its size.

A built-in disk drive that could cost $400 if it weren't.

And built-in connections that let you add printers, phone modems and an extra disk drive without adding $150 goodies called "interface cards."

Its full size keyboard is as ergonomically perfect as an IBM® typewriter's. Which is a lot more than computers by the same name can say.

With full 80-character display capabilities, it can show you more at once than smaller-minded computers.

And with 16 ultra high-resolution colors, it can bring any presentation to life—whether it's a quarterly report or geography lesson.

If you've heard about Apple's Macintosh™ computer, you've also heard about the AppleMouse—a little device that lets you tell a computer what you want simply by pointing.

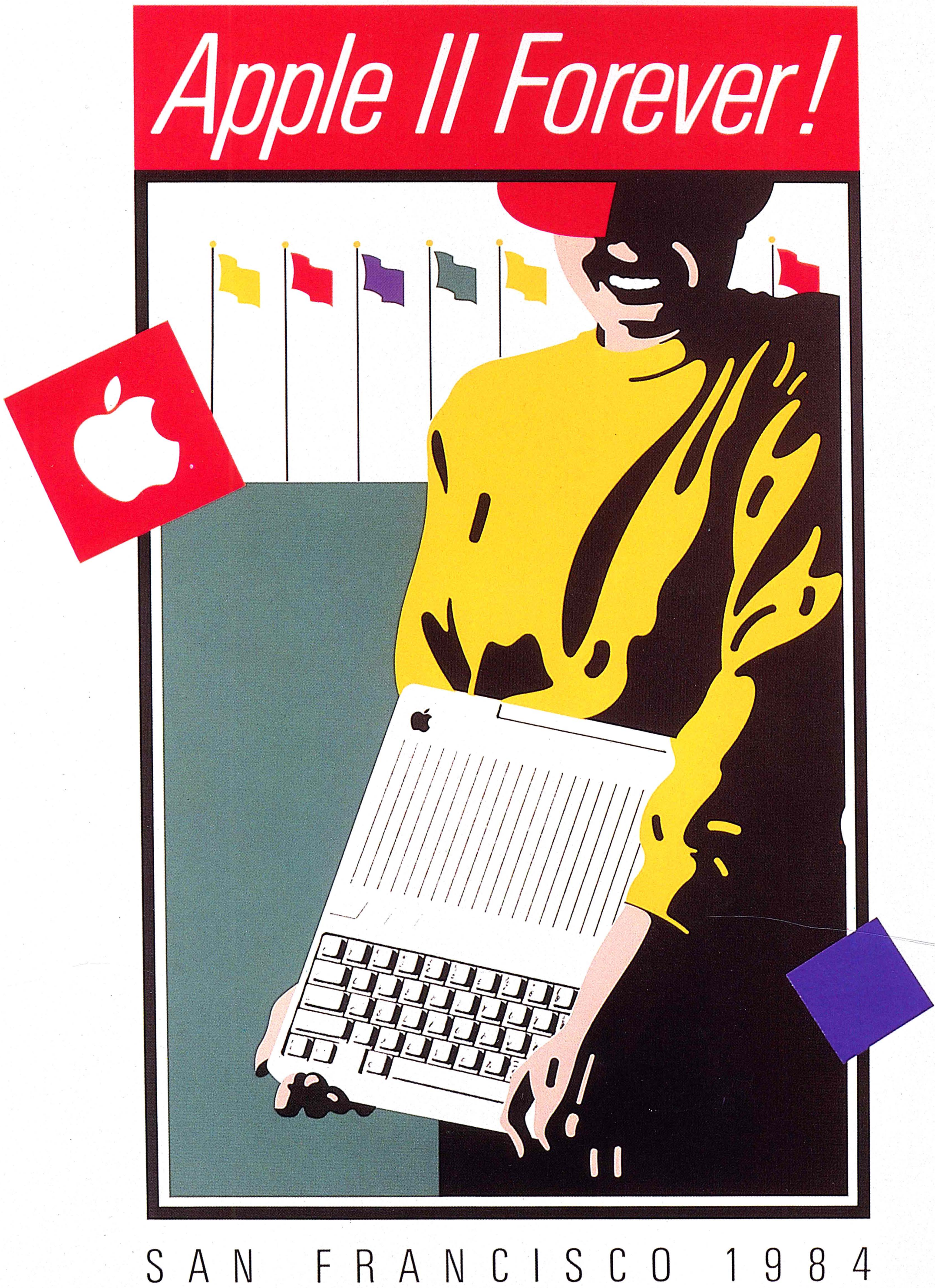
Well, the Apple IIc can easily adopt this same creature comfort. Allowing you to use advanced programs like MousePaint™ electronic illustration. Without laying a hand on that beautiful keyboard.

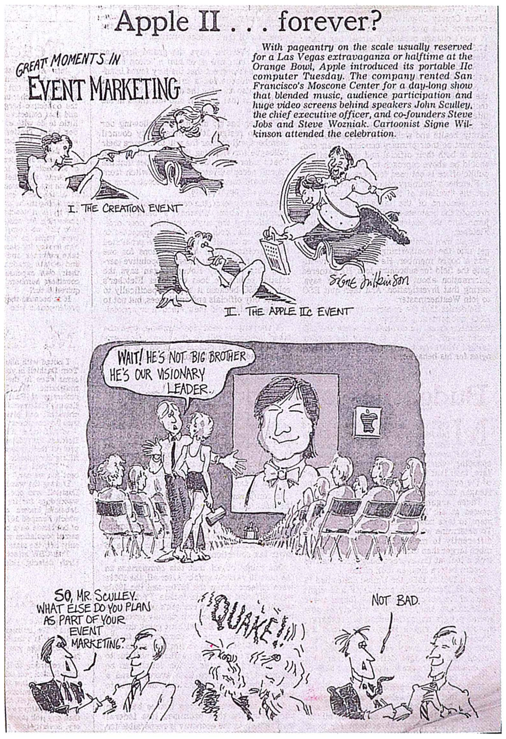
And while IBM's junior computers don't relate well to their elders, the Apple IIc is on speaking terms with the entire Apple II family of computers and accessories.

A family known for, among other things, advanced technology, ironclad reliability and the world's largest library of software.

All of which makes the Apple IIc much bigger than it looks.

*Main unit only. **Suggested retail price.


Apple II Forever!
SAN FRANCISCO 1984



Apple II . . . forever?

With pageantry on the scale usually reserved for a Las Vegas extravaganza or halftime at the Orange Bowl, Apple introduced its portable IIc computer Tuesday. The company rented San Francisco's Moscone Center for a day-long show that blended music, audience participation and huge video screens behind speakers John Sculley, the chief executive officer, and co-founders Steve Jobs and Steve Wozniak. Cartoonist Signe Wilkinson attended the celebration.

GREAT MOMENTS IN
EVENT MARKETING
I. THE CREATION EVENT
II. THE APPLE IIc EVENT
Signe Wilkinson
WAIT! HE'S NOT BIG BROTHER HE'S OUR VISIONARY LEADER.
SO, MR. SCULLEY. WHAT ELSE DO YOU PLAN AS PART OF YOUR EVENT MARKETING?
QUAKE!!
NOT BAD.

Press reaction to Apple II Forever.

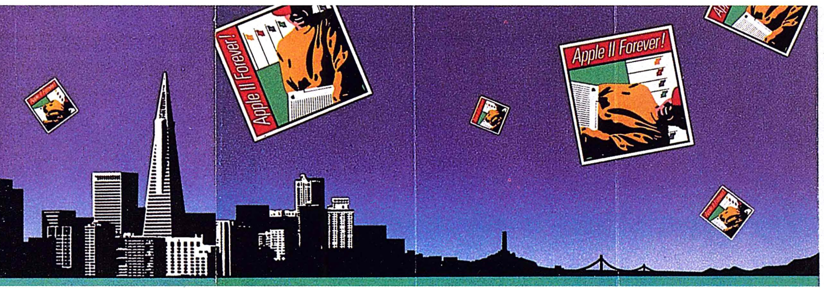
Cupertino — addresses high-technology issues before a large turnout of employees in an Apple parking lot.

NOVEMBER

- Apple buys every advertising page in a special post-election issue of *Newsweek*. The issue's final ad is used to launch a "Test Drive a Macintosh" promotion, in which customers are invited to take a Macintosh home for a free 24-hour trial. About 200,000 people do just that, and *Advertising Age* magazine names "Test Drive" one of the ten best promotions of the year.
- Two millionth Apple II sold.

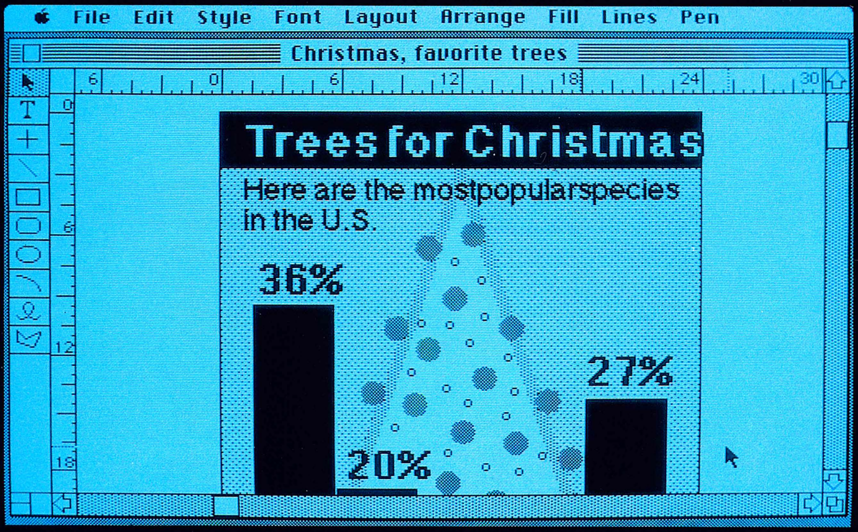
DECEMBER

- Michael Jackson is presented with a Macintosh at the end of the Jacksons' "Victory Tour" in Los Angeles. Other celebrities to have received Macintosh computers include Mick Jagger and Andy Warhol.


Apple II Forever!
Apple II Forever!
Apple II Forever!

The Apple IIc

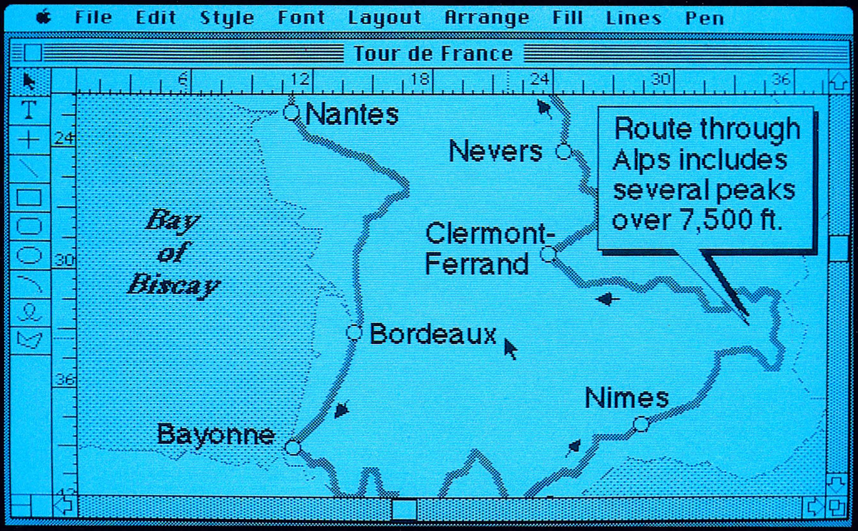
The Apple IIc. Introduced at the Apple II Forever conference (left), it inspires dealers to order 52,000 on the spot.


File Edit Style Font Layout Arrange Fill Lines Pen
Christmas, favorite trees

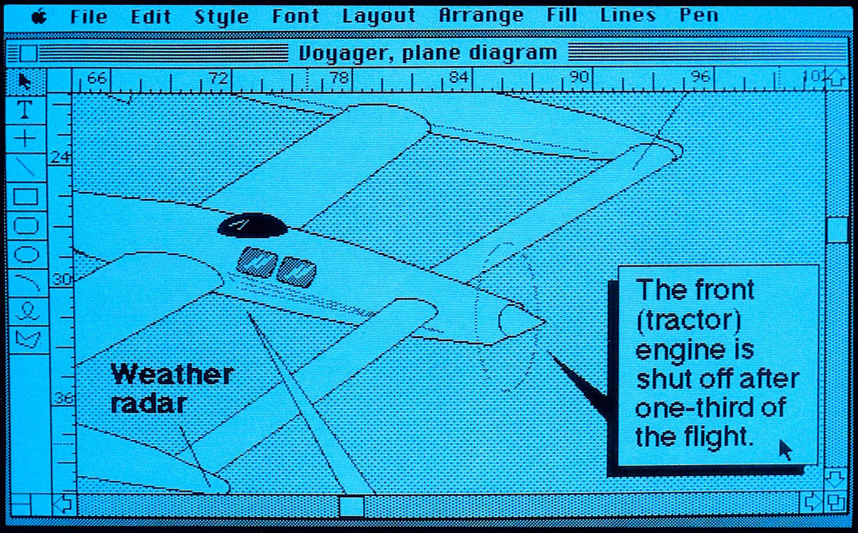
Trees for Christmas

Here are the mostpopularspecies in the U.S.

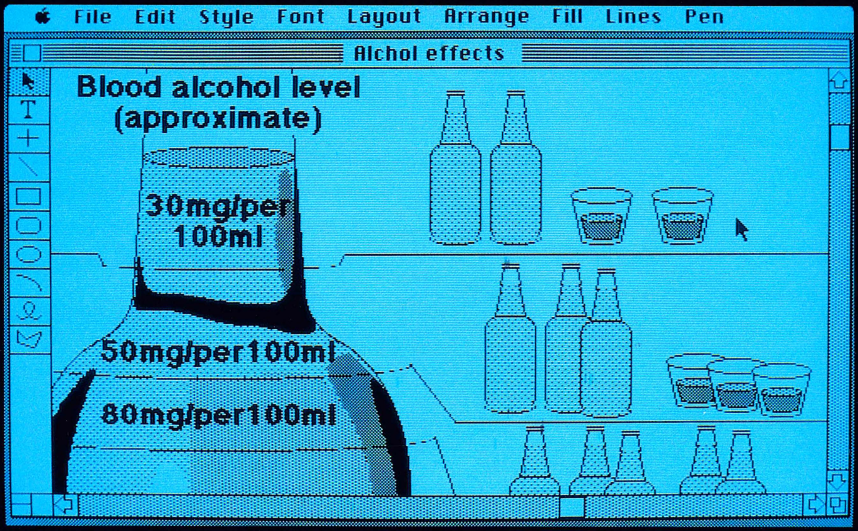
36%
20%
27%


File Edit Style Font Layout Arrange Fill Lines Pen
Tour de France
Nantes
Nevers
Clermont-Ferrand
Bay of Biscay
Bordeaux
Nimes
Bayonne

Route through Alps includes several peaks over 7,500 ft.


File Edit Style Font Layout Arrange Fill Lines Pen
Voyager, plane diagram
Weather radar

The front (tractor) engine is shut off after one-third of the flight.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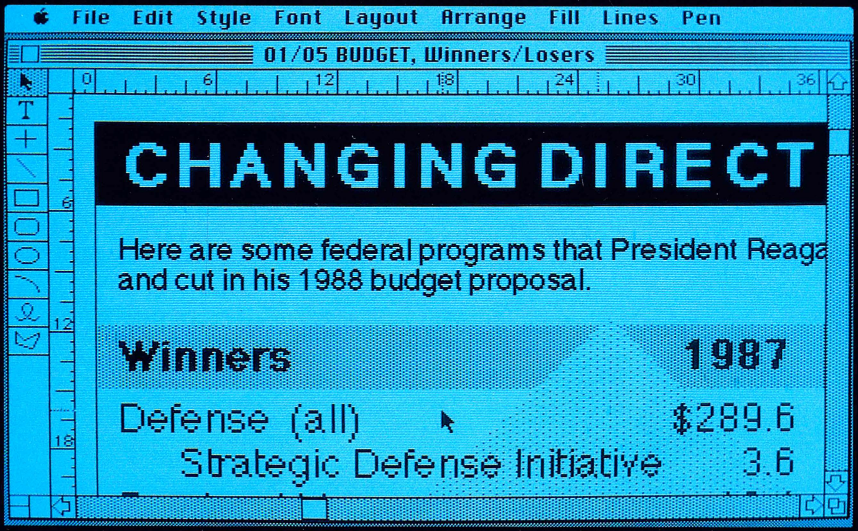
Alchol effects

Blood alcohol level (approximate)

30mg/per 100ml
50mg/per100ml
80mg/per100ml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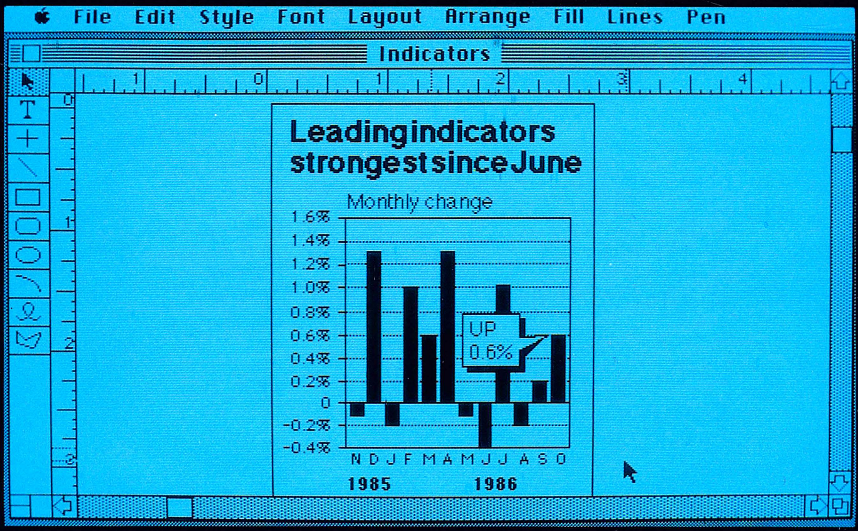
01/05 BUDGET, Winners/Losers

CHANGING DIRECT

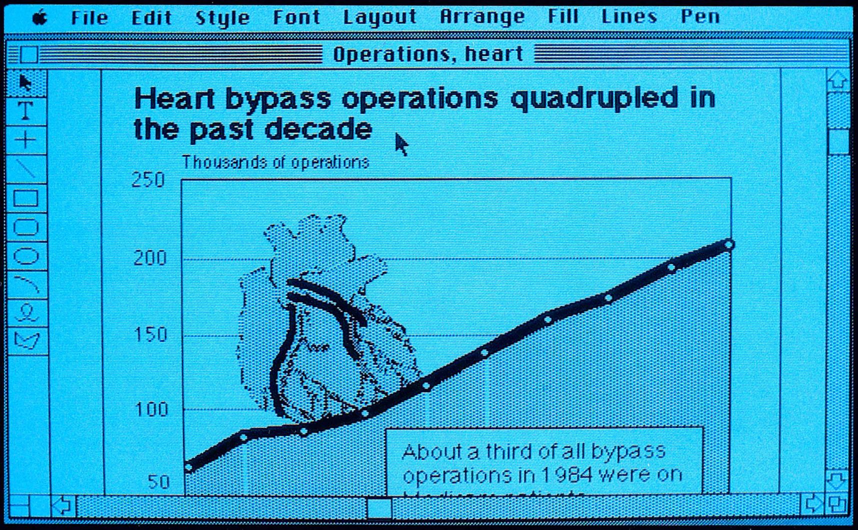
Here are some federal programs that President Reaga
and cut in his 1988 budget proposal.

Winners	**1987**
Defense (all)	$289.6
Strategic Defense Initiative	3.6


File Edit Style Font Layout Arrange Fill Lines Pen
Indicators

Leadingindicators strongestsinceJune

Monthly change
1.6%
1.4%
1.2%
1.0%
0.8%
0.6%
0.4%
0.2%
0
-0.2%
-0.4%
UP 0.6%
N D J F M A M J J A S O
1985
1986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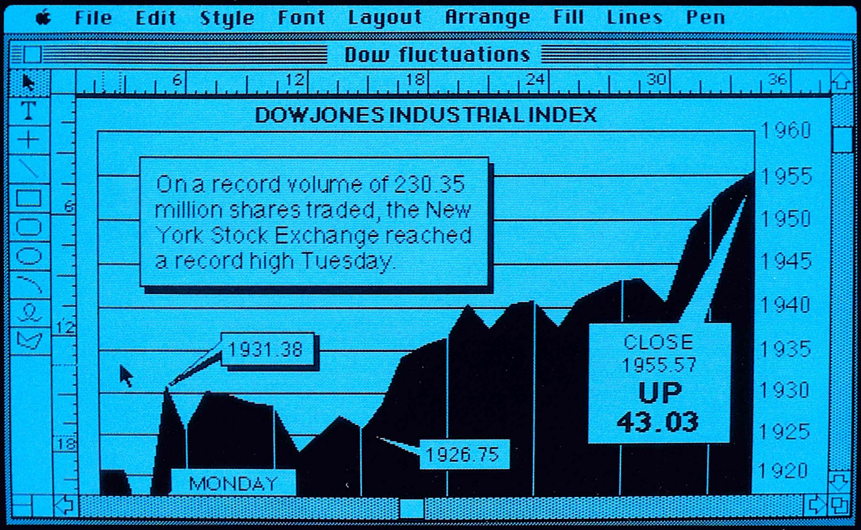
Operations, heart

Heart bypass operations quadrupled in the past decade

Thousands of operations
250
200
150
100
50

About a third of all bypass operations in 1984 were on


File Edit Style Font Layout Arrange Fill Lines Pen
Dow fluctuations

DOWJONES INDUSTRIAL INDEX

On a record volume of 230.35 million shares traded, the New York Stock Exchange reached a record high Tuesday.

1931.38
1926.75
MONDAY
CLOSE 1955.57 UP 43.03
1960
1955
1950
1945
1940
1935
1930
1925
1920

©Knight-Ridder

SHARING

7

MEADE, KANSAS. POPULATION, JUST UNDER FIVE THOUSAND. LIKE A COUPLE DOZEN other small towns that dot Highway 54 between Wichita and Liberal, Meade has its share of grain elevators, feed stores, and gas stations. It also has a couple of fast food restaurants, a clean motel, and one tourist attraction (a cave where the Dalton gang once hid). There is no college here, no symphony orchestra, and only a modest public library. Unless you have a satellite dish in your back yard, don't count on watching much TV.

Meade is what big-city people might call "the sticks."

And yet with the touch of a computer's keyboard, the citizens of Meade can gain access to a breadth of cultural, educational, scientific, social, and financial riches that would make an Ivy League professor's head spin.

At last, no man is an island.

Even if he lives in the sticks.

Today, our society is drawing closer to McLuhan's "global village" at a terrific speed. Radio allows us to attend ball games, concerts, and rallies as they happen. Newspapers give us a microcosm of the world's events while we sip our morning coffee. Television makes us witness to Senate debates, foreign battles, power plant disasters, and political summits.

Strictly as communications media, though, these methods fail us.

Communication is a two-way street. But radio, newspapers, television, and most other media travel in only one direction. We can't participate. We can't react. We can't even control the timing or depth of the information we receive.

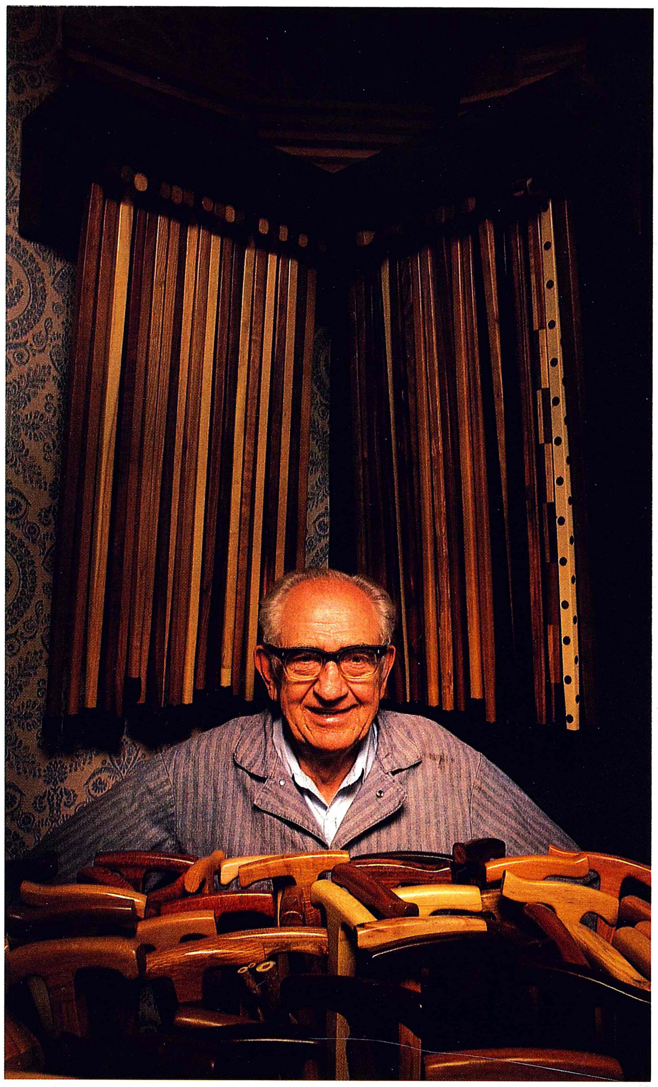
We can just sit back, try to catch whatever comes our way, and hold our tongues.

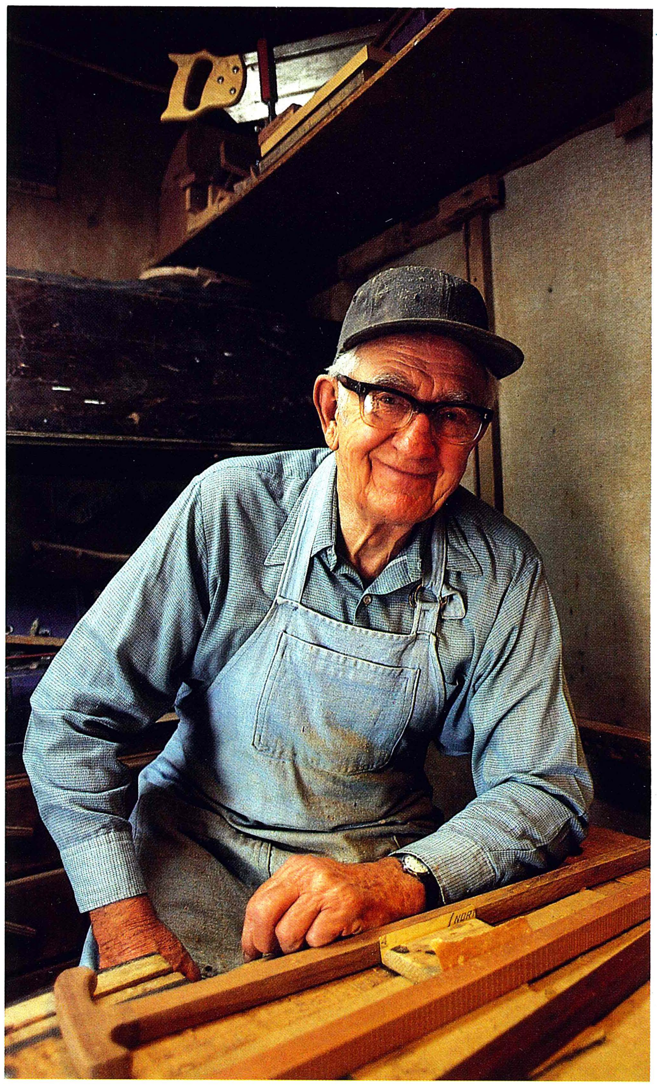
Not very satisfying. Especially when you consider why people bother to communicate in the first place. Why we speak languages, write words, sing songs, make signs.

We do it to *share.*

We want to share an idea with someone, so we play a piano sonata. Or scribble calculations on

FACING PAGE:
Washington, D.C.—There are twenty-eight newspapers in the Knight-Ridder media chain, covering cities from Miami to Detroit to Apple's own backyard, San Jose. The widespread publications have always shared breaking news, but for over a year now they've also shared a vast library of artwork. Each Knight-Ridder newspaper is equipped with Macintosh computers and connected to an electronic bulletin board network called PressLink. Each paper's staff continually checks PressLink for graphics to accompany the day's news. While on-line, they can also rummage through a rapidly expanding graphics library—then customize the graphics they've chosen to make them more relevant to a particular story.





BOTH PAGES:

Lima, Ohio—Art is meant to be shared. But with such an abundance of artistic talent tucked away in so many remote places, how can anyone hope to keep track of it all? The Appleseed Arts Information Network was created out of that need. With computers donated by Apple Corporate Grants, volunteers traveled across a five-county region to collect information for a data base of traditional art forms. "We input the artists' names, addresses, ethnic backgrounds, when and where they practice their crafts, from whom they learned, the number of generations their families have been in America, and so forth," explains the Appleseed Network's Susan Cole. "We use that information to plan art festivals and exhibits. But most important, we now have a resource list of who's around and what they do." Pictured here are some of Ohio's "found" treasures.

a chalkboard. Or compose a Bill of Rights.

We want to share our thoughts with someone, so we hold sales meetings. Or write a love letter. Or make a speech.

We want to share information with someone, so we jot down a recipe for lentil soup. Or hand out blueprints for an air conditioning system. Or chart the ups and downs of the stock market.

Computers are our most consummate tools for sharing. They communicate in virtually any form we wish: words, pictures, sounds, or moving images. They deal only in specifics. They give us full control over the whats, whens, and wheres. And they let us react as we see fit—send a message, order a part, book an airline reservation, whatever.

Apple's people can cite dozens of colorful ways computers are improving the way we share information:

An adoption service uses them to locate new families for handicapped children.

A senior citizens' group exchanges ideas and programs with seniors around the country.

A cluster of small towns pool their resources to provide residents with a wider variety of social services.

A newspaper uses computers to create, store, and share a library of diagrams, charts, symbols, maps, and illustrations for the entire design department.

Then there are companies that use personal computers to gather sales reports from all their branch offices. Or to route research studies from one department to another. Or to tap on-line information services for anything from Wall Street's stock reports at this instant, to Italy's GNP curve since World War II.

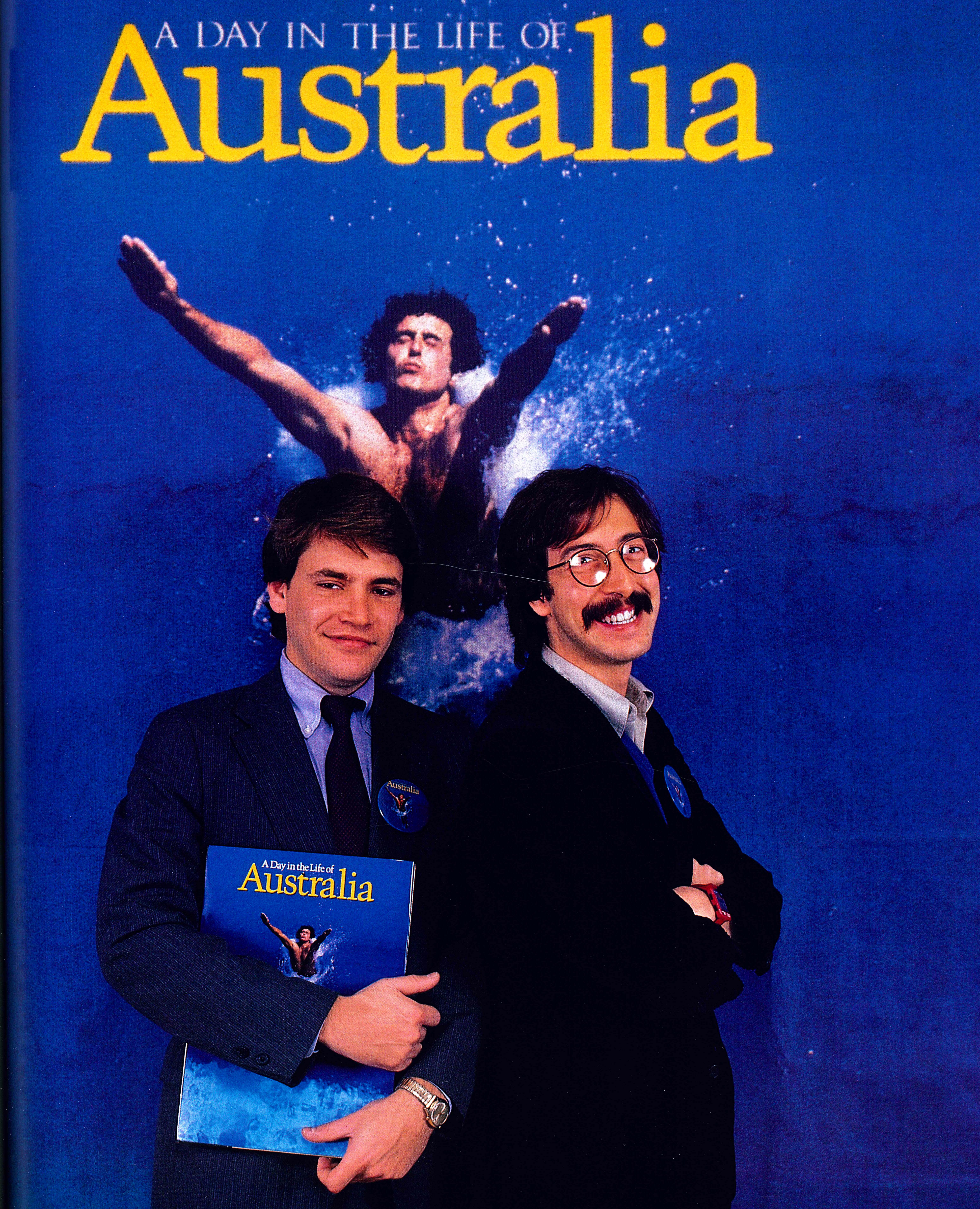
Even big mainframes—once the exclusive domain of only a few privileged scientists and technicians—can now be shared by anyone with a personal computer and the right connections. For instance, when Apple acquired a Cray X-MP/48 supercomputer, it was like putting a $15 million design tool on every engineer's desk.

It's all quite impressive. Yet it's only the start.

In time, we may all be able to easily share ideas and information with business leaders, senators, professors, scientists, authors, rock stars, fellow hobbyists, and famous chefs.

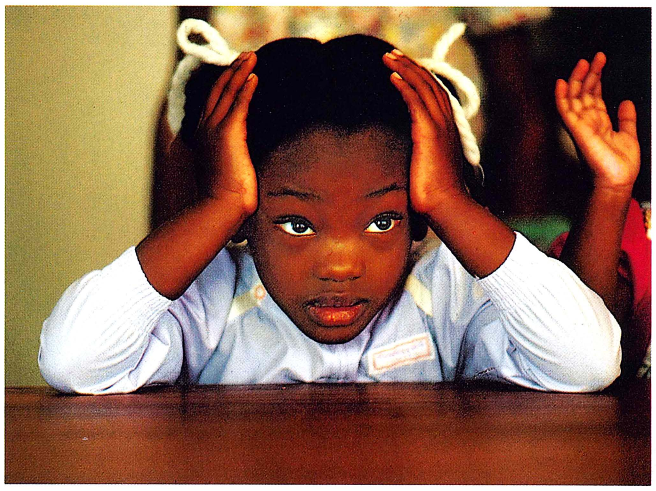
And even with our Uncle Jack in Meade, Kansas.

BOTH PAGES:
New York City, New York—A few years ago, David Cohen (left) and Rick Smolan enlisted dozens of photojournalists to help produce a unique photodocumentary called A Day in the Life of Australia. *Its success prompted a whole series of "day in the life" books, culminating most recently in May 1986 with* A Day in the Life of America. *It was their most ambitious project ever—in scope and in logistics—and Smolan and Cohen agree that it wouldn't have been possible without personal computers. Macintosh computers were used to schedule travel, lodging, and shooting assignments for each of the two hundred photographers involved—and to help manage and sort through the 235,000 images they brought back.*


A DAY IN THE LIFE OF
Australia
Australia
A Day in the Life of
Australia

BOTH PAGES, TOP:

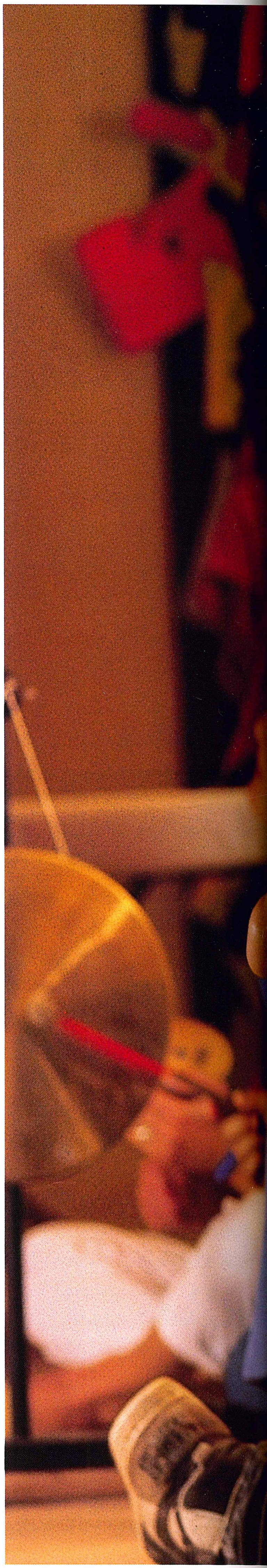
Ogden, Utah—Finding a good match between family and child is never an easy task for adoption agencies. When it comes to finding a home for children with special needs, the problem is even more perplexing. But by sharing lists of children and prospective parents among a network of adoption agencies—with the help of Apple computers—the Children's Aid Society of Utah has improved its chances for successful pairing. Pictured is special education teacher Judi Nelson with pupils; also John Thomas, who, with his wife Sharon, has adopted fourteen children through the network.



LEFT AND RIGHT:
Little Rock, Arkansas—"Good answer, you're right," says the computer, and two kids at Pine Forest Elementary School share a moment of pride. Pine Forest is one of dozens of Arkansas schools in which computers are redefining the ways teachers keep tabs on student performance. Says Dr. Cecil McDermott, project director of a program to place computers in classrooms throughout the state: "Our Apple computers keep records on what the students are doing. They help teachers decide what to assign, based on past performance. They can even tell which objectives a student has passed in, say, the last nine months."

BOTH PAGES:
Manhattan, Kansas—Small towns often don't have the resources to provide a full range of social programs for their residents. But where there's a will, there's a way—and for sixteen rural communities in central Kansas, that way is a project called the Community Organization Resource Exchange. Headquartered in Manhattan, CORE provides surrounding towns with computer-based referrals on a variety of volunteer services, plus information on a learning center and various community activities. Pictured are some of the people who enjoy the benefits of CORE's shared services.

BISQUE WARE SHELVES
(pots ready to be glazed)
TOP 5 SHELVES ARE FOR RECENTLY BISQUED POTS. THE BOTTOM SHELF IS FOR KILN FURNITURE ONLY!
PROPERTY OF ATHLETIC DE
Trilene XL



ABOVE:

San Francisco, California—Fourteen members of the University of San Francisco's "SeniorNet" group hold hands to symbolize computer connections they've made with other senior citizens across the country. SeniorNet, a project of the University's Center for Instruction and Technology, has become an important part of its members' lives by allowing them to exchange thoughts, ideas, and programs with seniors' groups in other states. And in some cases, the telecommunications skills they acquire on their Apple computers help prepare them to reenter the work force.

FACING PAGE:

Fair Oaks, California—If the audience can't come to the performers, the performers will go to the audience—that's the idea behind the Harmony Arts Center, a traveling troupe that plays to audiences in schools, theaters, libraries, and prisons throughout the region. (They're shown here at Madison Elementary School in Sacramento.) One of the stars of the group—which includes a dancer, musician, and poet—is an Apple computer. "With the Apple," says the Center's Karen Schmidt, "the voices of the audience members can be used to synthesize the music we create."

MUSICAL KEYBOARD
Q MAIN MENU
W VOLUME {8}
E MODE {2}
R FREERUN
T REC RATE {10}
Y TRIG LEV {20}
- REC/PLAY
1-8 SEL SOUND: 1
O-P CHNGE OCTV: 4
U-I CHNGE NOTE: 1
9 EXT KEYBD
S D G H J L ;
Z X C V B N M , . /

CONCERN

8

THERE ARE ROUGHLY TEN MILLION SPECIES OF CREATURES ON EARTH. TEN *MILLION.*

Of those ten million, quite a few are imbued with an innate sense of self-sacrifice. Bees sting to protect the hive, though the sting is suicide for the bee. Likewise, some breeds of dogs, apes, birds, and other animals willingly put themselves in harm's way to defend their offspring or packs. There is no split-second decision, no moment of reflection. Their altruism is locked into their genetic makeup; their heroics are a matter of instinct, not choice.

Humans are the obvious exception. We are well aware of things like risk, danger, and outcome. Yet there are countless instances of people forfeiting their lives for the sake of others. This in itself is remarkable, though not totally unique to our species.

More singular—if not quite so dramatic—is the fact that we humans have a wonderful capacity to care for the welfare of those other ten million species, as well as for our own.

While there's no denying the damage we've done to our planet and ourselves, it would be foolish and cynical to ignore the evidence of our concern. And there is evidence.

In the oceans. The deserts. The jungles.

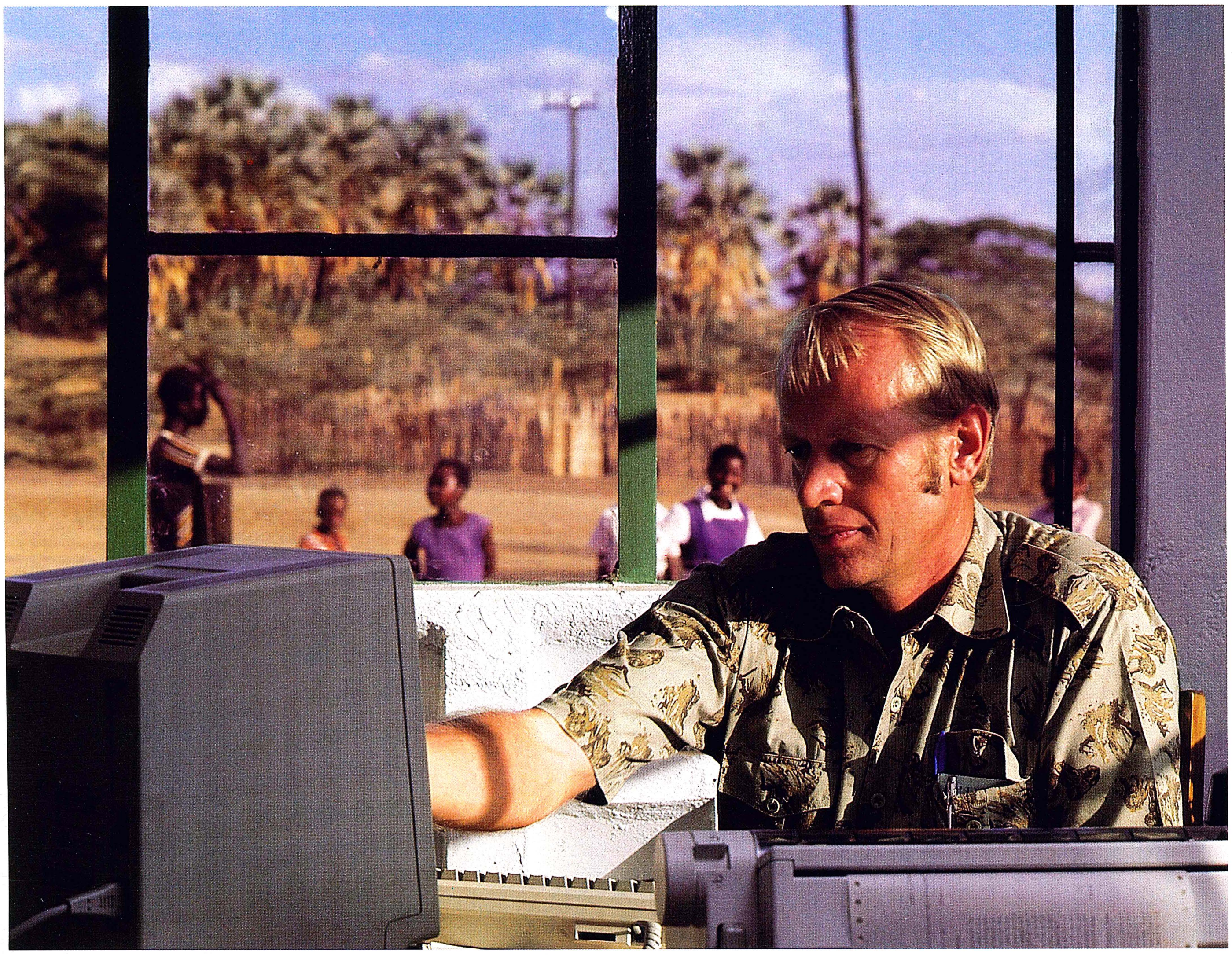
In your own hometown.

And on the pages before you now.

* * *

Thirty years ago, computers weren't the sort of thing people could easily associate with the spirit of humanitarianism. Frankly, they made us nervous to the point of paranoia. We pictured ranks of unfeeling automatons running our lives, invading our privacy, pushing us into wars we did not want.

With the personal computer's coming-of-age, though, we began to relax. We found that computers could be controlled. They could also be incredibly helpful, endlessly resourceful, even fun. Computers are familiar to us now.



THIS PAGE AND PREVIOUS PAGES: *Lodwar, Kenya—Africa's most recent drought crisis sparked an outpouring of cash, food, and supplies from around the world. Many contributions brought short-term relief only, but the Turkana Rehabilitation Project is preparing nomadic tribes in northern Kenya to survive future droughts. Families receive help restocking their herds of goats and cattle. Project workers also build dams and catchment areas to preserve the animals' grazing lands and water supplies. Lammert Lwaagstra, project director, cites his Macintosh as one of the team's hardest-working members. The computer manages all of the project's resources (eighty-six vehicles and over five thousand smaller items), tracks the movement of food supplies (which include more than a thousand tons of grain each month), and automates payroll functions for the staff of nearly five hundred people.*

Perhaps a little too familiar.

Today we pick up the evening paper and read about the latest in computer-controlled weaponry. We watch the network news and learn how computers have become tools of the trade for mail fraud, bank theft, espionage, coverups, and a rogue's gallery of other ugly pursuits.

Where does all this leave the legendary idealism of Apple's young cadre? Is their dream of changing the world an anachronism, out of step with these grim times? Is Apple's vision of one person, one computer not such a clever idea after all?

Bite your tongue.

First of all, it's pointless to blame computers for the ways in which they're used. In the hands of a woodcarver, a knife can fashion an exquisite figurine out of a slab of birch. In the hands of a vandal, it can slash your car's tires.

What's more, "idealism" is a quality that's taken it on the chin lately, for no good reason. The word conjures up starry-eyed daydreamers, lost in their own little world of fantasy.

The people who come to work at Apple may feel strongly about their ideals, but their heads are anywhere but in the clouds. What they *hope* will happen is well grounded in what is *already* happening.

For every incident of computer criminality, there are hundreds of more inspiring stories to take refuge in: computers being used to save a butterfly population; to help locate runaway kids; to improve the success rate in a hospital's operating room; to combat the polluting of our environment; to revitalize drought-stricken Third World villages; to ease mentally handicapped men and women into mainstream society; to preserve an ancient culture's traditions; to educate children who cannot see a book, hear a teacher, or speak an answer.

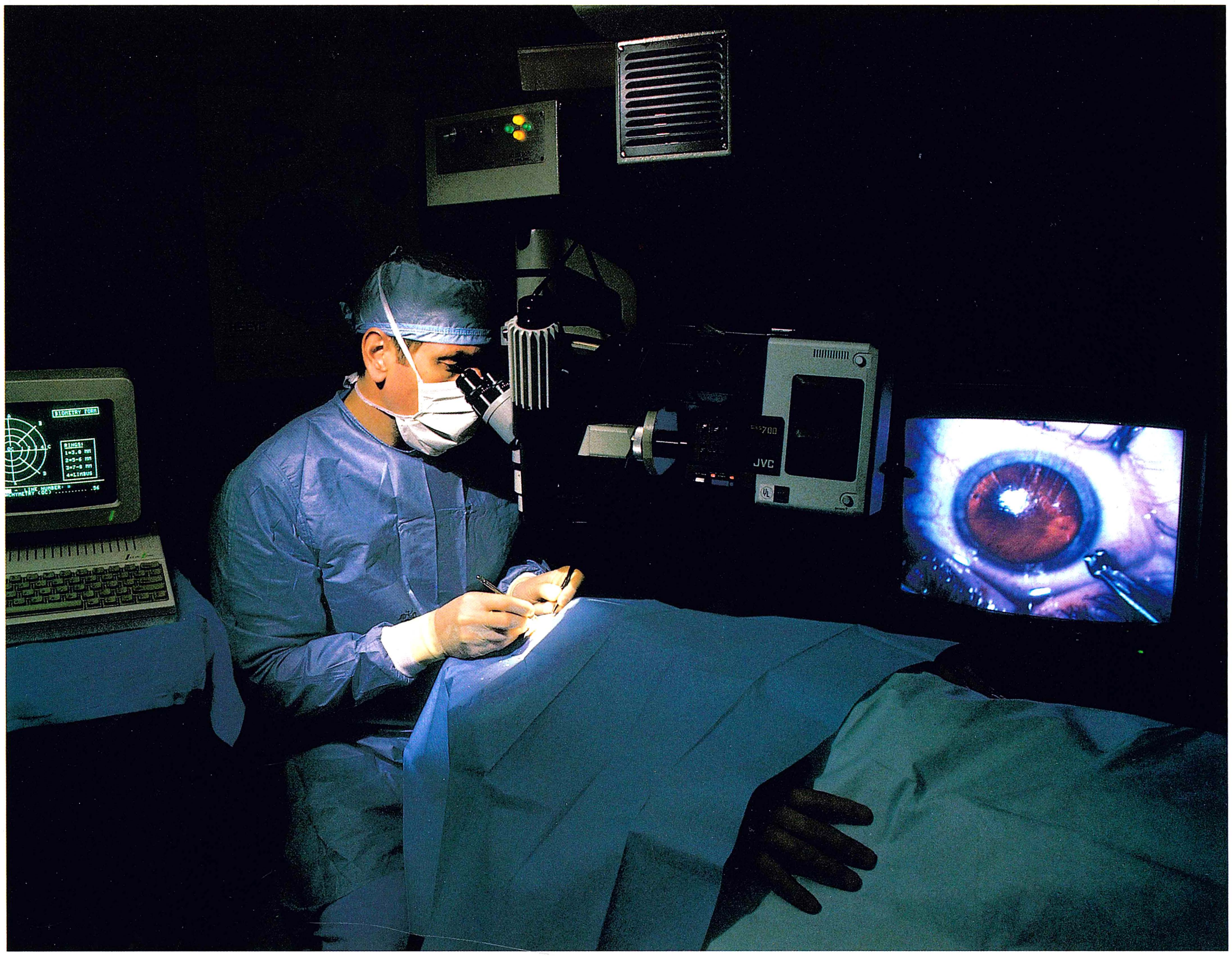
There's a videotape Apple plays for all new employees on their first day. In it, a number of their coworkers talk to an off-camera interviewer about what it's like to work at Apple. At first, it all seems a bit contrived (of course they're going to say nice things—they're on camera, their boss is watching, maybe they're up for a raise next week, right?). But eventually cynicism fades, and the truth sinks in.

They really mean it.

These people don't need a script to read from. Nobody has to dangle a carrot to get them to look sincere. And the reason you believe that they believe lies in what they're saying. Missing is the traditional "everyone's-really-terrific," "what-a-great-benefits-package," "it-feels-like-family-here" propaganda you'd expect.

Instead you hear comments like this: "We really have a chance to make a difference." And this: "It's not just fun, it's meaningful fun." And this: "We can do it. We do it!"

And should you walk away from that videotape still unconvinced, give it time. In a day or two,



FACING PAGE:

Pittsburgh, Pennsylvania—Liver transplant surgery is anything but routine. It demands hours of focused, unwavering concentration—not to mention a quick response should complications arise. Which is why Dr. Lawrence Borland, an anesthesiologist at the Children's Hospital of Pittsburgh, is so pleased with the uses he's discovered for his personal computer. Dr. Borland channels his monitoring equipment through a Macintosh, which then records and displays the patient's progress throughout a transplant operation. This frees Dr. Borland's hands so that he can deal more closely with the patient, and react more quickly to emergencies.

ABOVE RIGHT:

Aurora, Colorado—Dr. Howard Straub considers his Apple IIc an invaluable surgical instrument in that it can quickly run calculations that affect the precision of eye surgery he performs. And drawing upon data recorded from ten thousand operations, Dr. Straub can even predict the outcome for his patients.

RIGHT:

Breslau, Canada—Helping people survive a heart attack or heart surgery is a hospital's job, but getting cardiac patients back on their feet is the specialty of Dr. John Schaman. His private clinic built an outdoor walking track, where classes of about seventy patients exercise their way to recovery—all under the watchful eye of an Apple computer, which monitors each patient's heart rate.

you'll have heard the same brand of missionary zeal from people around the Apple offices, in the cafeteria, and at the company gym. What at first seems like a case of corporate brainwashing turns out to have a far less sinister explanation:

Apple attracts visionaries.

When these people talk about changing the world and making a difference, you can bet they don't just mean changing the way we type letters, or making a difference in our factories' output.

It's our hearts and minds they're aiming for.

That they've come to Apple is hardly surprising. From the beginning, Apple's leaders have made it clear to all who'd listen that this is a company less interested in the potential of computer chips than in the potential of *people.* It's a message that's struck a chord in a lot of talented men and women. They come to Apple because they sense a chance to do something important. Something historic.

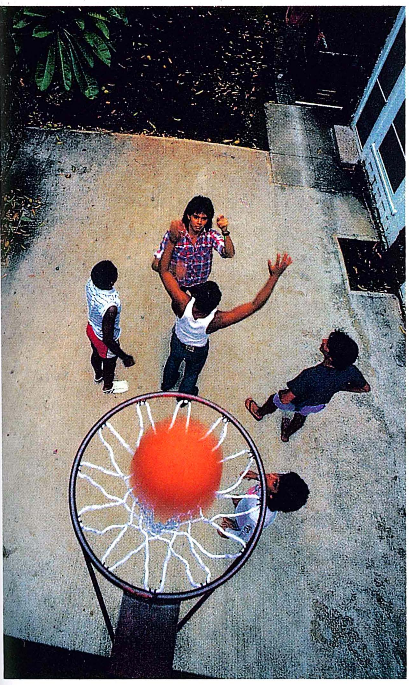
For that reason, these people are both ordinary and extraordinary.

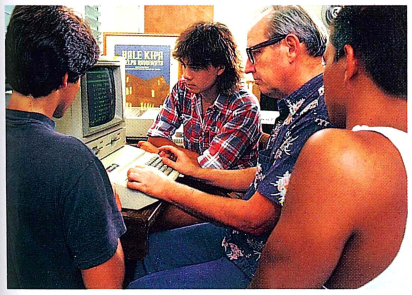
Ordinary, because deep down, just about everyone shares the same desire to have a lasting, positive impact on the world.

And extraordinary, because they're actually doing it.

apple software bank™

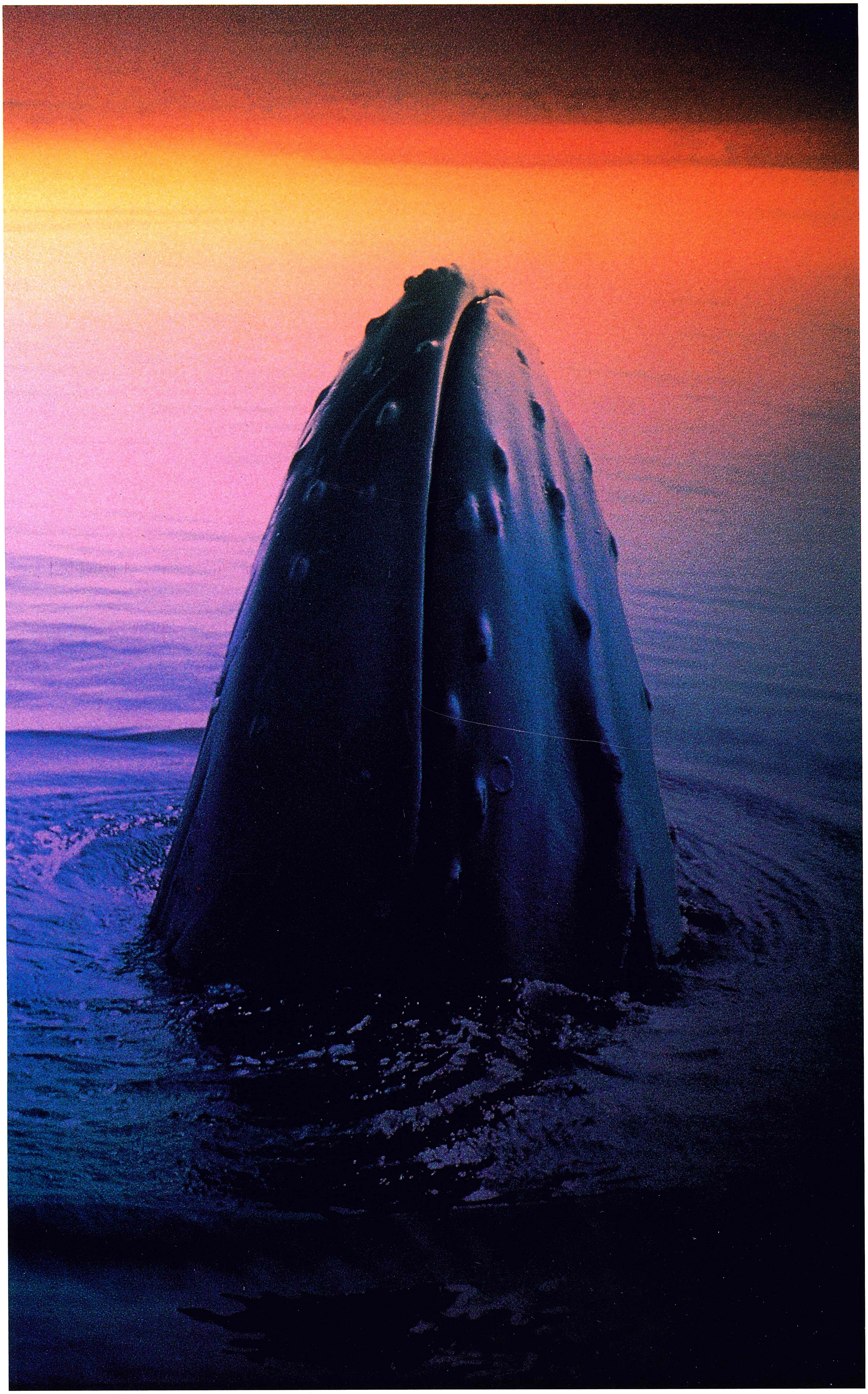
THIS PAGE:
Athens, Greece—Athenians have battled many foes through the centuries, but none so sinister as the smog that now threatens this ancient city. Here at the Athens National Observatory (and within view of the Acropolis), an Apple II has been enlisted in the war against pollution. Linked to a data logger and a minicomputer, the Apple collects, analyzes, and interprets a continuous stream of air quality readings. It's also called on to simulate models for pollution control and wind field generation.





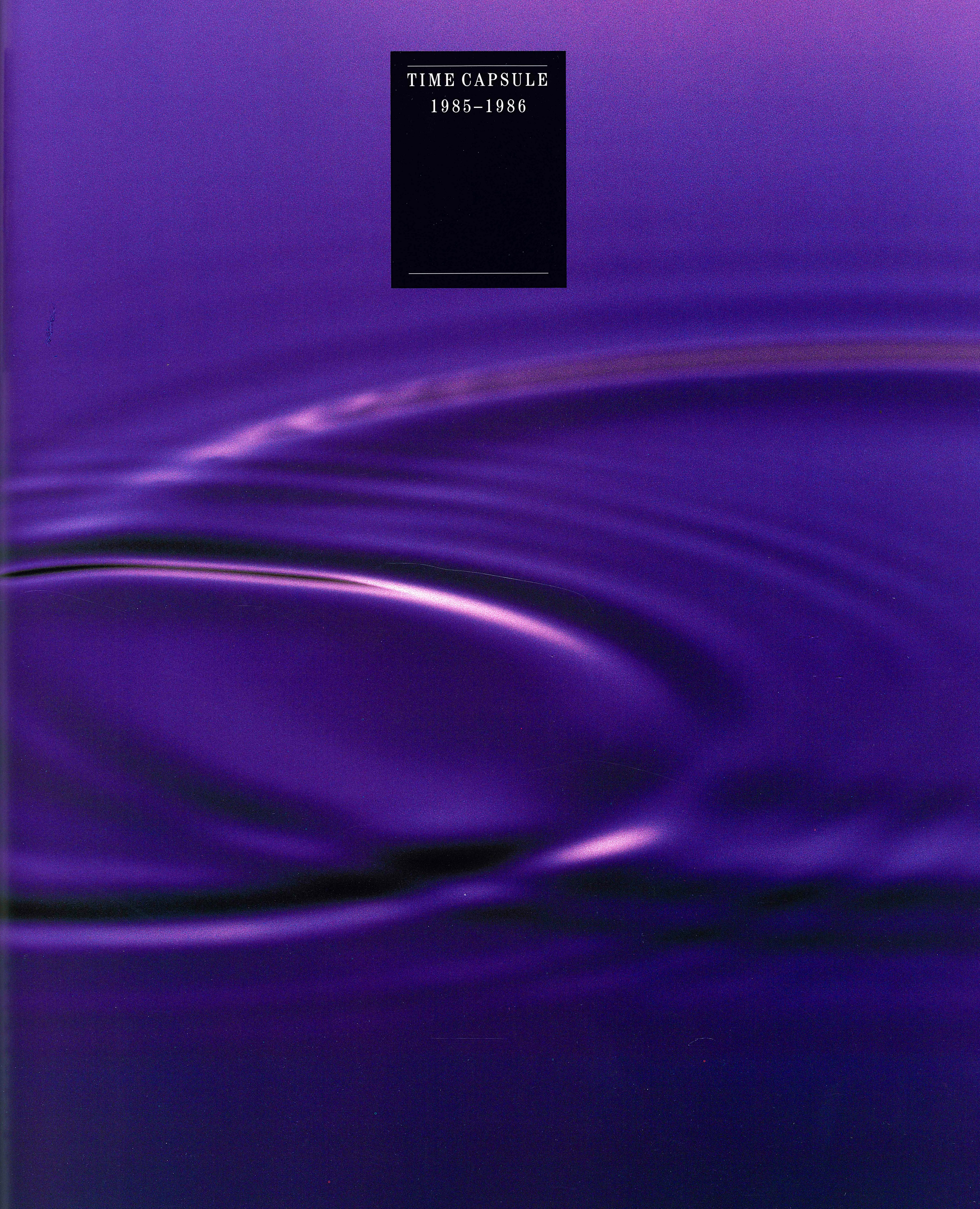
THIS PAGE:

Honolulu, Hawaii—Which types of children are most likely to run away from home? Why do they leave? What are the best ways to ensure a safe return? The people who operate a network of runaway youth shelters in the Hawaiian Islands believe the problem of runaway kids isn't going to improve unless these questions are answered. And with a little help from their Apple computers, they're starting to discover those answers in the mass of statistics collected from runaways they've housed.

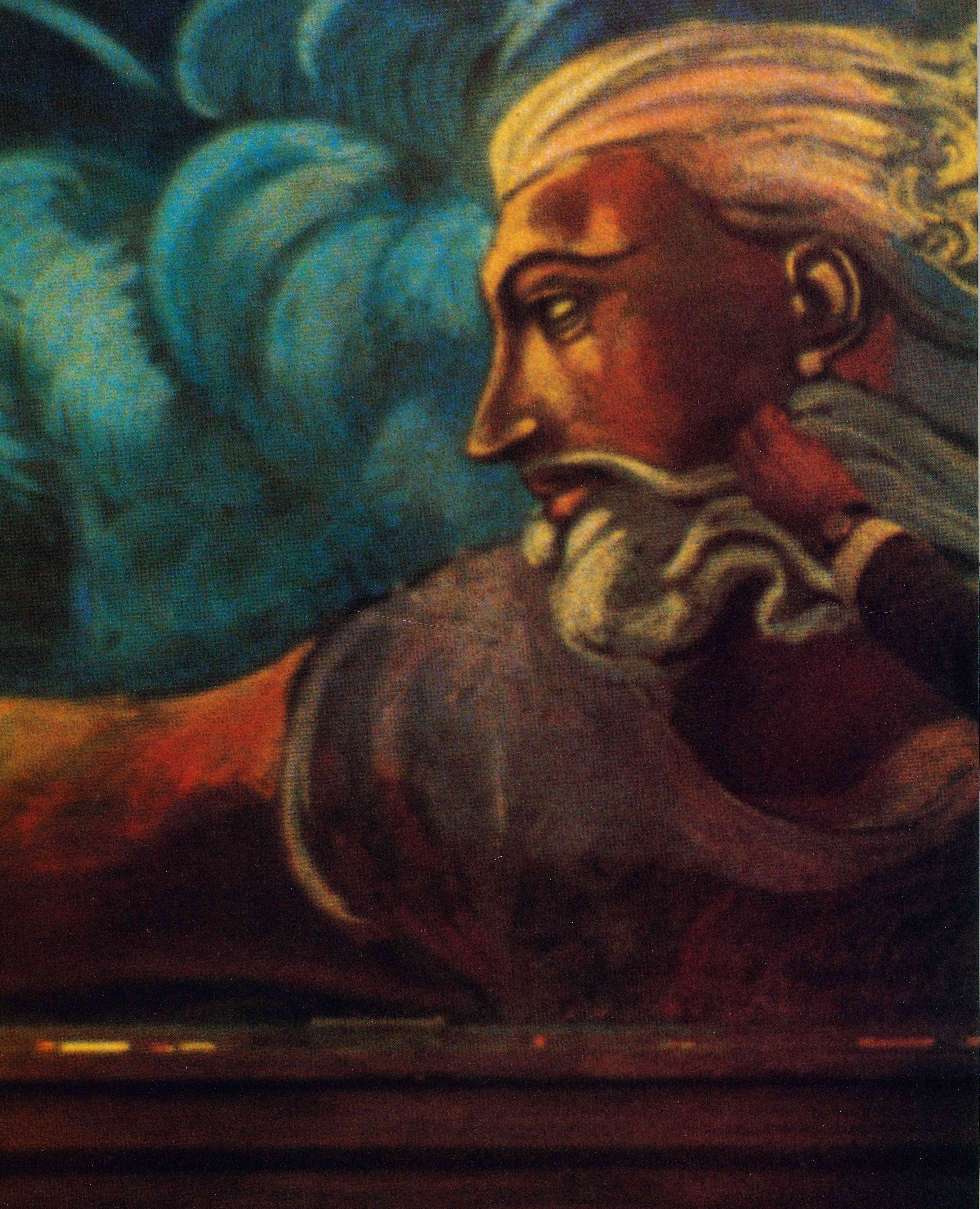


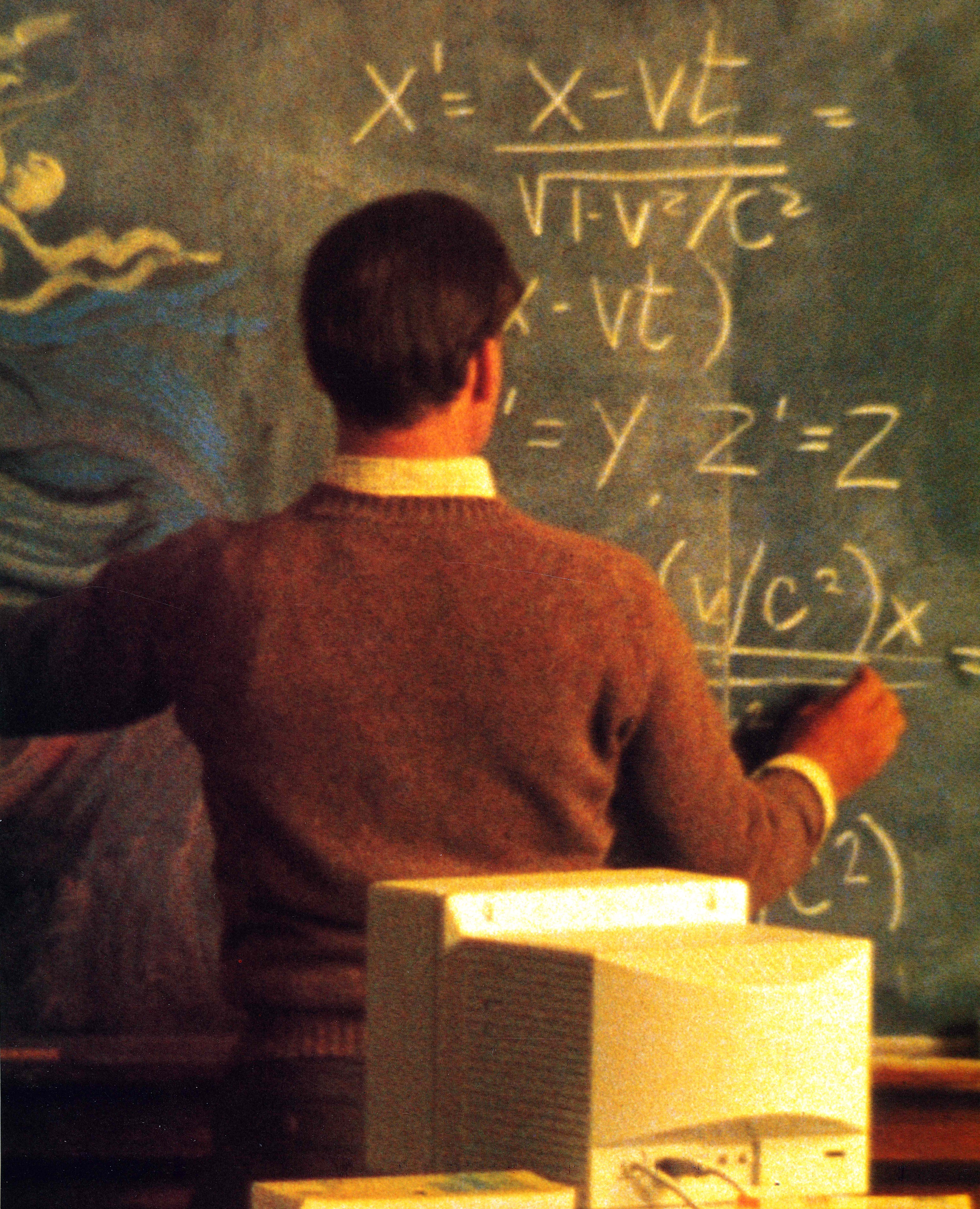
THIS PAGE:

Kihei, Hawaii—Apple computers are being used in the struggle to preserve endangered species all over the United States—from butterflies on the west coast to birds on the east coast. Off the coast of Hawaii, whale watchers take photos of the tail fins of migrating humpbacks. The photos are later compared with an Apple II data base so that individual whales may be identified, and their migration paths updated.



TIME CAPSULE
1985–1986




x' = x-vt / √1-v²/c² =
x-vt)
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(v/c²)x
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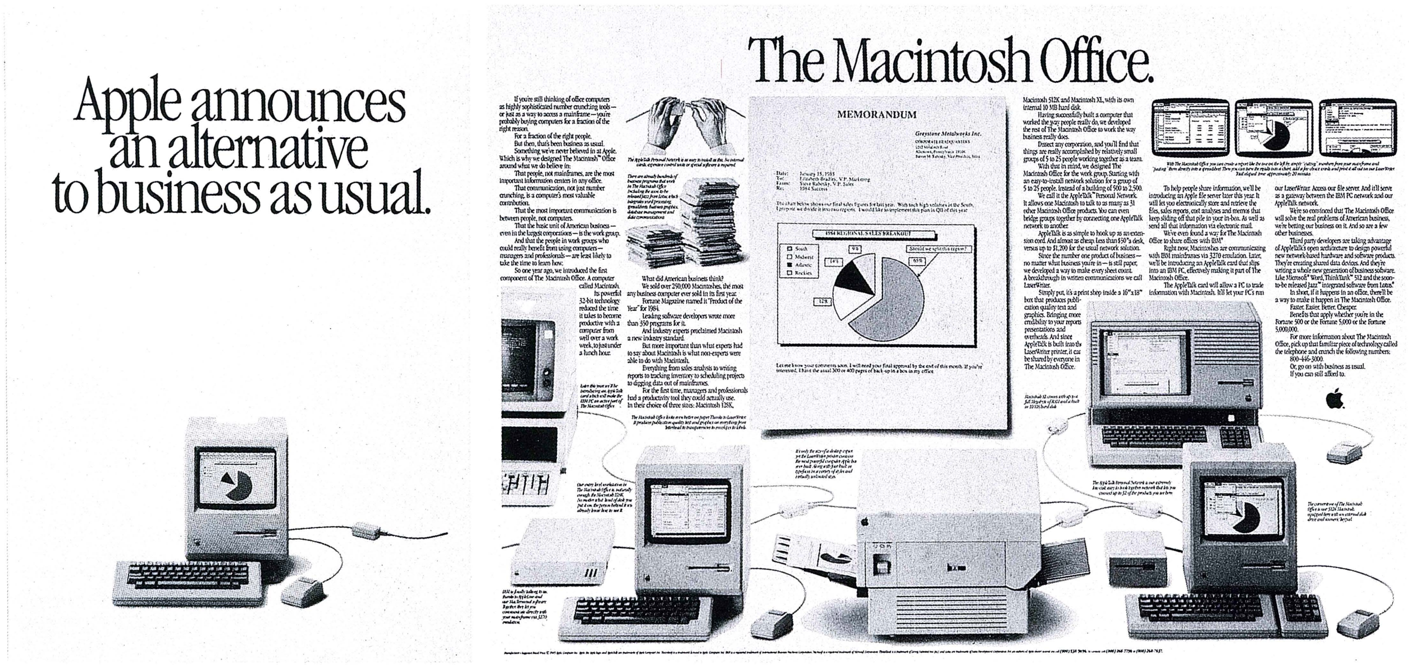

Apple announces an alternative to business as usual.
The Macintosh Office.
MEMORANDUM

1985

JANUARY

- Super Bowl XIX: Apple covers Stanford Stadium with Apple seat cushions. Also runs a controversial new commercial titled "Lemmings."
- "The Macintosh Office" campaign is launched at the company's annual shareholders' meeting. The program stresses the significance of Apple's new LaserWriter® printer and AppleTalk® Personal Network. Jobs also introduces the company's goal of connectivity to other personal computers, and declares "détente with IBM."
- Best quarterly sales ever, but dealer inventories remain high after a disappointing holiday season. Amid the celebration, John Sculley warns that the next few months will be "extremely challenging" for Apple.
- Apple and Northern Telecom announce an agreement by which Macintosh computers can be networked over telephone lines of digital PBX switches.
- Lisa is officially renamed the Macintosh XL.
- Apple shows up on magazines' best-of lists for 1984: Sculley is named "Adman of the Year" by *Advertising Age,* Macintosh is named "Hardware Product of the Year" by *InfoWorld,* and Jobs and Woz are named members of the "Best of the New Generation" by *Esquire.*

FEBRUARY

- Woz resigns to start a new company that will develop products in the home video area.
- Apple announces its first distributor on the Indian subcontinent, Raba Contel, Ltd.

MARCH

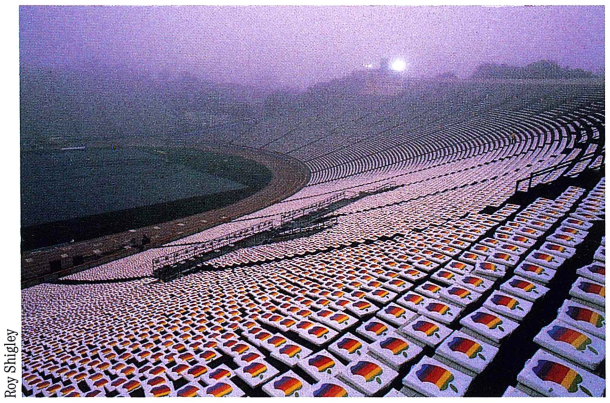
- Apple and 28 third-party developers dominate an issue of *The Wall Street Journal* with ads promoting The Macintosh Office.
- Belt-tightening on Bandley Drive. In response to the worsening slump in computer sales, John Sculley asks all employees to take one week of their vacation time before June 30. Also, all factories will shut down for one week.
- Apple matches $71,000 in employee-sponsored donations as aid for drought-stricken Ethiopia.
- Apple IIe computer is enhanced with four new higher-performance chips.
- Publication begins on the *Apple II News,* the first information source for Apple II developers.
- The company's employee count hits an all-time high—5,700.

APRIL

- Apple's Community Affairs program awards $311,000 worth of equipment to 79 community groups across the country.
- Apple announces a computer training scholarship program for elementary and secondary school educators.
- Over 400,000 Apple IIc computers have been sold in the first year of production.
- Macintosh XL (formerly called Lisa) is dropped from the Apple product line.

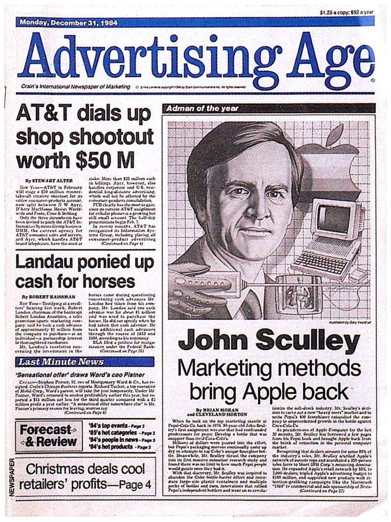
MAY

- Apple signs a pact to sell computers to China through an independent distributor.



Roy Shigley

Apple seat cushions blanket Stanford Stadium for Super Bowl XIX.



$1.25 a copy; $52 a year

Monday, December 31, 1984

Advertising Age

Crain's International Newspaper of Marketing

AT&T dials up shop shootout worth $50 M

By STEWART ALTER

Landau ponied up cash for horses

By ROBERT RAISSMAN

Last Minute News

'Sensational offer' draws Ward's ceo Pistner

Forecast & Review

'84's top events - Page 2
'85's hot categories - Page 2
'84's people in news - Page 3
'84's hot products - Page 3

Christmas deals cool retailers' profits—Page 4

Adman of the year

John Sculley

Marketing methods bring Apple back

By BRIAN MORAN and CLEVELAND HORTON

John Sculley is named Adman of the Year.

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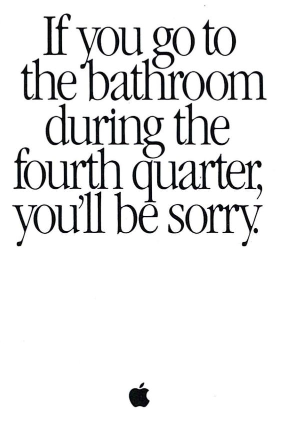
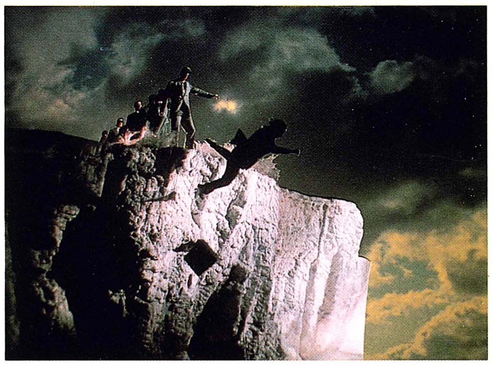
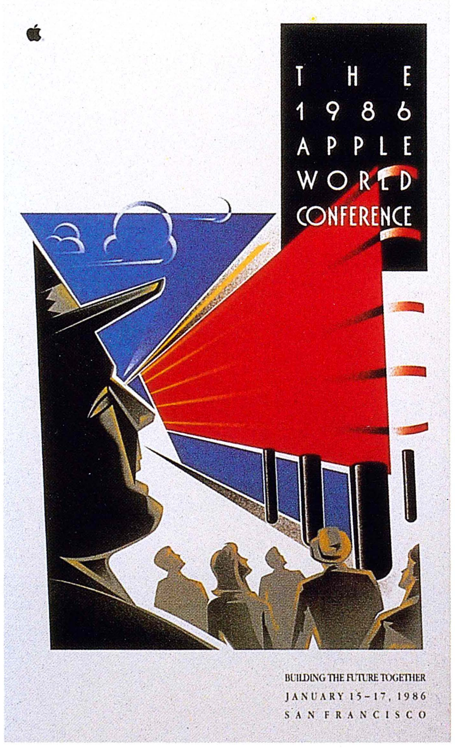


If you go to the bathroom during the fourth quarter, you'll be sorry.

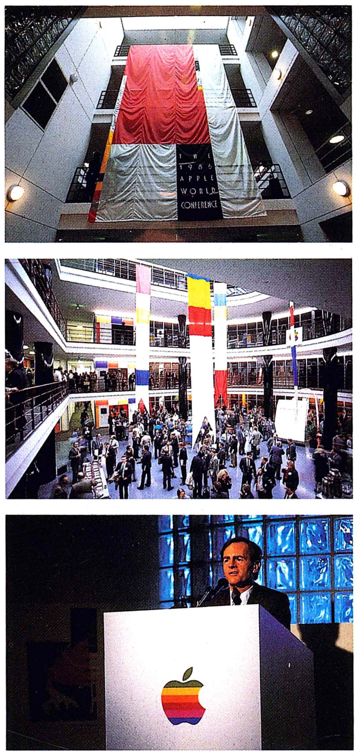
Teaser ad that preceded the Super Bowl and Apple's "Lemmings" commercial.



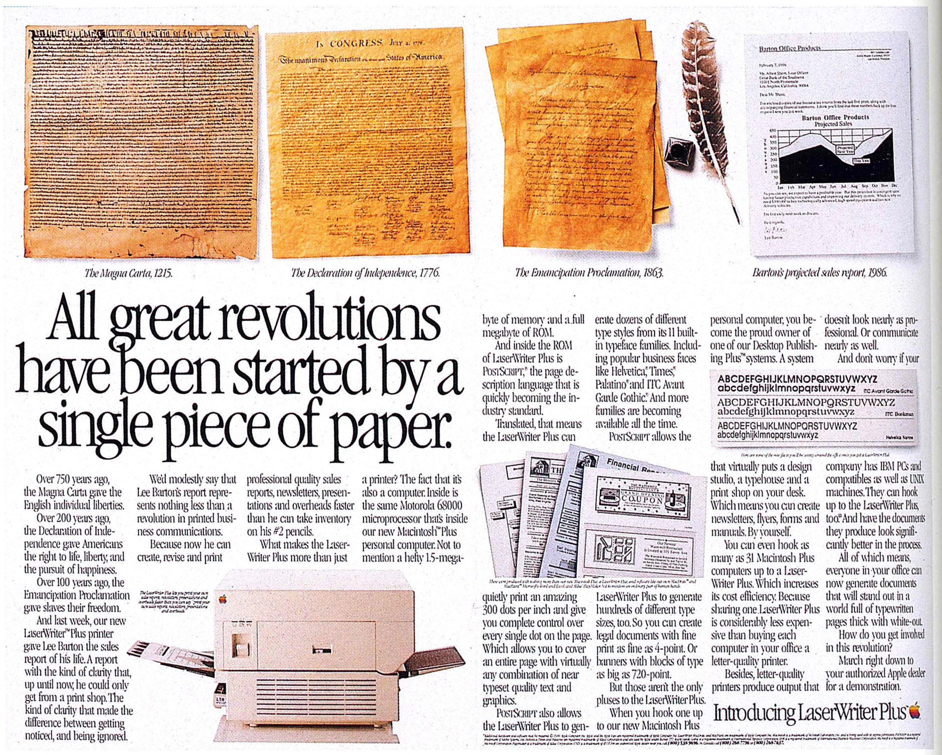


THE 1986 APPLE WORLD CONFERENCE

BUILDING THE FUTURE TOGETHER
JANUARY 15-17, 1986
SAN FRANCISCO



AppleWorld brought together dealers, educators, developers, press, and other groups from around the world.



The Magna Carta, 1215. *The Declaration of Independence, 1776.* *The Emancipation Proclamation, 1863.* *Barton's projected sales report, 1986.*

All great revolutions have been started by a single piece of paper.

Over 750 years ago, the Magna Carta gave the English individual liberties.

Over 200 years ago, the Declaration of Independence gave Americans the right to life, liberty, and the pursuit of happiness.

Over 100 years ago, the Emancipation Proclamation gave slaves their freedom.

And last week, our new LaserWriter™ Plus printer gave Lee Barton the sales report of his life. A report with the kind of clarity that, up until now, he could only get from a print shop. The kind of clarity that made the difference between getting noticed, and being ignored.

We'd modestly say that Lee Barton's report represents nothing less than a revolution in printed business communications.

Because now he can create, revise and print professional quality sales reports, newsletters, presentations and overheads faster than he can take inventory on his #2 pencils.

What makes the LaserWriter Plus more than just a printer? The fact that it's also a computer. Inside is the same Motorola 68000 microprocessor that's inside our new Macintosh™ Plus personal computer. Not to mention a hefty 1.5-megabyte of memory and a full megabyte of ROM.

And inside the ROM of LaserWriter Plus is PostScript,* the page description language that is quickly becoming the industry standard.

Translated, that means the LaserWriter Plus can quietly print an amazing 300 dots per inch and give you complete control over every single dot on the page. Which allows you to cover an entire page with virtually any combination of near typeset quality text and graphics.

PostScript also allows the LaserWriter Plus to generate dozens of different type styles from its 11 built-in typeface families. Including popular business faces like Helvetica,* Times,* Palatino* and ITC Avant Garde Gothic.* And more families are becoming available all the time.

PostScript allows the LaserWriter Plus to generate hundreds of different type sizes, too. So you can create legal documents with fine print as fine as 4-point. Or banners with blocks of type as big as 720-point.

But those aren't the only pluses to the LaserWriter Plus.

When you hook one up to our new Macintosh Plus personal computer, you become the proud owner of one of our Desktop Publishing Plus™ systems. A system that virtually puts a design studio, a typehouse and a print shop on your desk. Which means you can create newsletters, flyers, forms and manuals. By yourself.

You can even hook as many as 31 Macintosh Plus computers up to a LaserWriter Plus. Which increases its cost efficiency. Because sharing one LaserWriter Plus is considerably less expensive than buying each computer in your office a letter-quality printer.

Besides, letter-quality printers produce output that doesn't look nearly as professional. Or communicate nearly as well.

And don't worry if your company has IBM PCs and compatibles as well as UNIX machines. They can hook up to the LaserWriter Plus, too.* And have the documents they produce look significantly better in the process.

All of which means, everyone in your office can now generate documents that will stand out in a world full of typewritten pages thick with white-out.

How do you get involved in this revolution?

March right down to your authorized Apple dealer for a demonstration.

The LaserWriter Plus lets you print your own sales reports, newsletters, presentations and overheads faster than you can say "print your own sales reports, newsletters, presentations and overheads."

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz ITC Avant Garde Gothic
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz ITC Bookman
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz Helvetica Narrow

Introducing LaserWriter Plus

Apple becomes the de facto *standard in desktop publishing.*

- An agreement with Honeywell, Inc. provides for all Apple direct sales accounts to have access to Honeywell's 250 service locations nationwide.
- *Communication Arts* magazine features a 32-page portfolio of Apple's graphic design, including ads, commercials, manuals, exhibits, packaging, logos, and annual reports.

JUNE

- One of the worst slumps in personal computer history finally takes its toll on Apple — Sculley announces a top-to-bottom reorganization. Operations are restructured along functional lines, not product lines. Worldwide, 1,200 employees will be laid off. Steve Jobs is removed from his leadership role on the Macintosh team and is given "a more global role in new product innovations and strategies."
- Apple launches the European University Consortium at Lund University in Sweden.
- Venezuela's largest private university agrees to purchase between 4,500 and 6,000 Macintosh systems over the next three years. Mexico's Instituto de Tecnologico de Monterrey agrees to purchase about 10,000 Apples over the same period.

JULY

- AppleLink® telecommunications network goes into service. It connects Apple employees, dealers, suppliers, developers, and vendors through electronic mail and information libraries.

AUGUST

- Apple takes a public stand against South African apartheid, declaring, "We choose not to support those policies and are therefore discontinuing our activities in South Africa."
- Apple's Placement Center — created to find new jobs for employees laid off in the reorganization — closes its doors. It has succeeded in placing 90 percent of those who used its services.

SEPTEMBER

- Steve Jobs resigns, and announces he will start a new computer venture in the field of education. He will take five Apple employees with him.
- Apple files a lawsuit against Jobs, citing breach of fiduciary responsibilities, threatened breach of contract, and misappropriation of confidential information.

OCTOBER

- Apple and its employees raise $26,000 to aid relief efforts in response to a devastating earthquake in Mexico City.
- Apple's Office of Special Education is created to champion the needs of disabled people within the computer industry.
- Following an uncertain summer, Apple closes its fourth quarter with profits exceeding $22 million, and the highest margins in over two years.

NOVEMBER

- First Lady Nancy Reagan presents an Apple IIe to the College de Leman International in Versoix, Switzerland, during the Reagan-Gorbachev summit.
- Sculley announces Christmas presents for employees: repriced stock, improved profit sharing, an upcoming Christmas party, extra holiday days, and a sabbatical program.
- Apple Corporate Grants awards computer equipment to 48 nonprofit social service agencies and art groups. This brings the total value of donated systems to $3.5 million.
- Apple's Singapore manufacturing plant receives its country's National Productivity Award.
- Education Advisory Council founded, offering an opportunity for leading educators to help guide Apple's products and programs for schools.

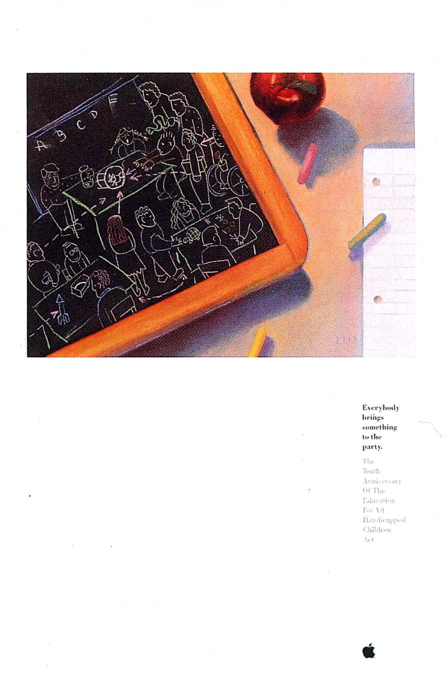
DECEMBER

- Apple buys 14 pages of advertising in *USA Today,* all focusing on the Apple IIe and IIc.

1986

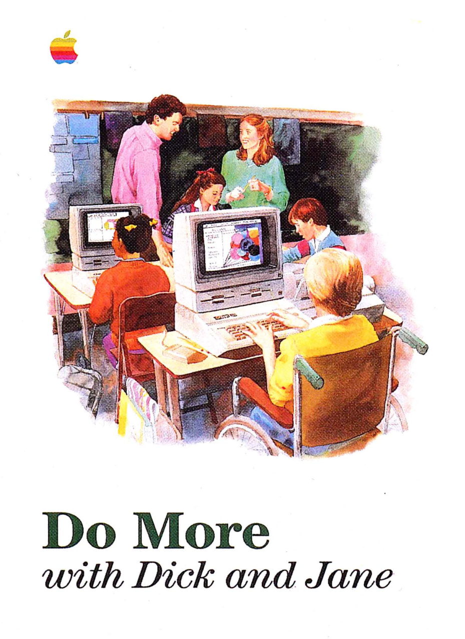
JANUARY

- Macintosh Plus and LaserWriter Plus are unveiled at the AppleWorld Conference in San Francisco.
- Apple announces it will build a network of specialty dealers to serve the education market.
- U.S. schools are given the opportunity to trade in old Apple, IBM, Tandy, and Commodore personal computers for credits on the purchase of new Apple computers.
- Academic Courseware Exchange founded. A joint effort of Apple and Kinko's Graphics, the program will distribute low-priced, university-developed Macintosh software through Kinko's copy shops serving colleges and universities across the country.
- Apple forms a support program



Everybody brings something to the party.

The Tenth Anniversary Of The Education For All Handicapped Children Act



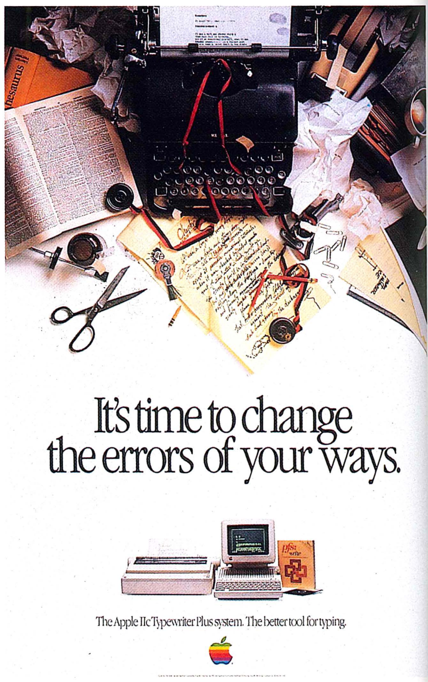
Do More
with Dick and Jane

"We should be producing a newsletter for our clients, but we don't have the time or money to do a high-quality job."

"So where do we go from here?"

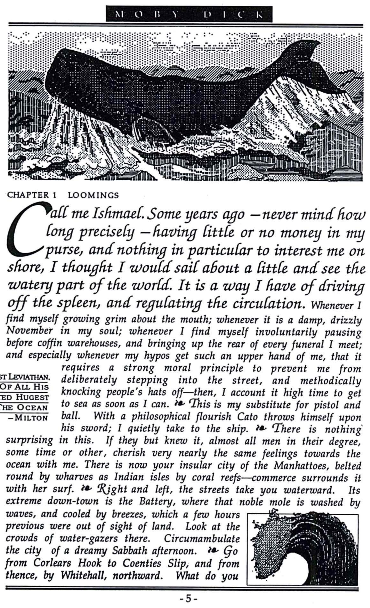
Apple
Business
Forum

Desktop Publishing Seminar
Creating High-Impact Business Publications



It's time to change the errors of your ways.

The Apple IIc Typewriter Plus system. The better tool for typing.

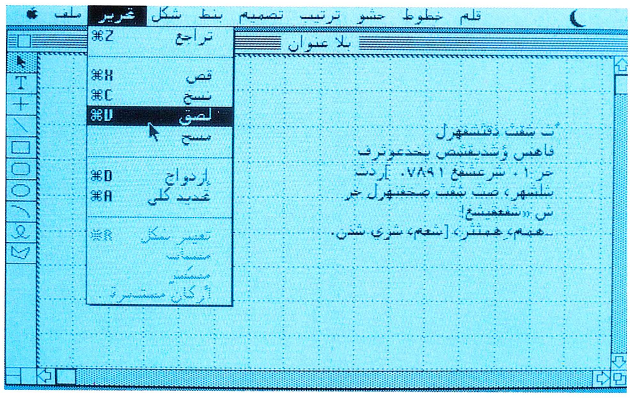


CHAPTER 1 LOOMINGS

Call me Ishmael. Some years ago —never mind how long precisely —having little or no money in my purse, and nothing in particular to interest me on shore, I thought I would sail about a little and see the watery part of the world. It is a way I have of driving off the spleen, and regulating the circulation. Whenever I find myself growing grim about the mouth; whenever it is a damp, drizzly November in my soul; whenever I find myself involuntarily pausing before coffin warehouses, and bringing up the rear of every funeral I meet; and especially whenever my hypos get such an upper hand of me, that it requires a strong moral principle to prevent me from deliberately stepping into the street, and methodically knocking people's hats off—then, I account it high time to get to sea as soon as I can. ❧ This is my substitute for pistol and ball. With a philosophical flourish Cato throws himself upon his sword; I quietly take to the ship. ❧ There is nothing surprising in this. If they but knew it, almost all men in their degree, some time or other, cherish very nearly the same feelings towards the ocean with me. There is now your insular city of the Manhattoes, belted round by wharves as Indian isles by coral reefs—commerce surrounds it with her surf. ❧ Right and left, the streets take you waterward. Its extreme down-town is the Battery, where that noble mole is washed by waves, and cooled by breezes, which a few hours previous were out of sight of land. Look at the crowds of water-gazers there. Circumambulate the city of a dreamy Sabbath afternoon. ❧ Go from Corlears Hook to Coenties Slip, and from thence, by Whitehall, northward. What do you

THAT SEA BEAST LEVIATHAN, WHICH GOD OF ALL HIS WORKS CREATED HUGEST THAT SWIM THE OCEAN STREAM —MILTON

-5-


ملف
تحرير
شكل
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تصميم
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حشو
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بلا عنوان
تراجع ⌘Z
قص ⌘X
نسخ ⌘C
لصق ⌘V
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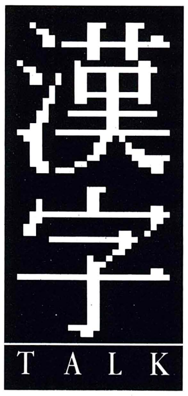
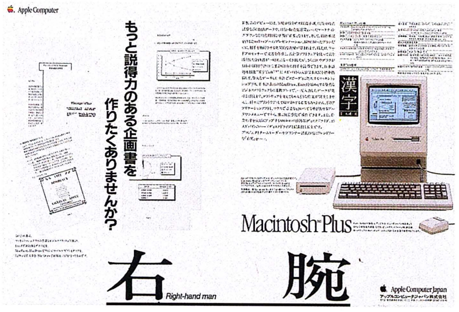
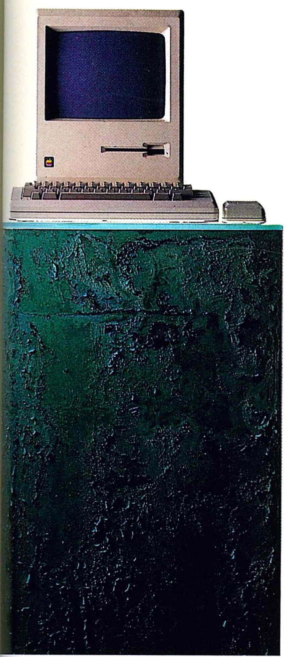
أركان منتشرة




Apple Computer
もっと説得力のある企画書を作りたくありませんか？
漢字
Macintosh Plus
右 Right-hand man 腕
Apple Computer Japan
アップルコンピュータジャパン株式会社

KanjiTalk and Arabic versions of Macintosh.



to promote communication between the company and nearly 600 Apple User Groups nationwide.

- By mutual agreement, legal actions between Apple and Steve Jobs are dropped.

FEBRUARY

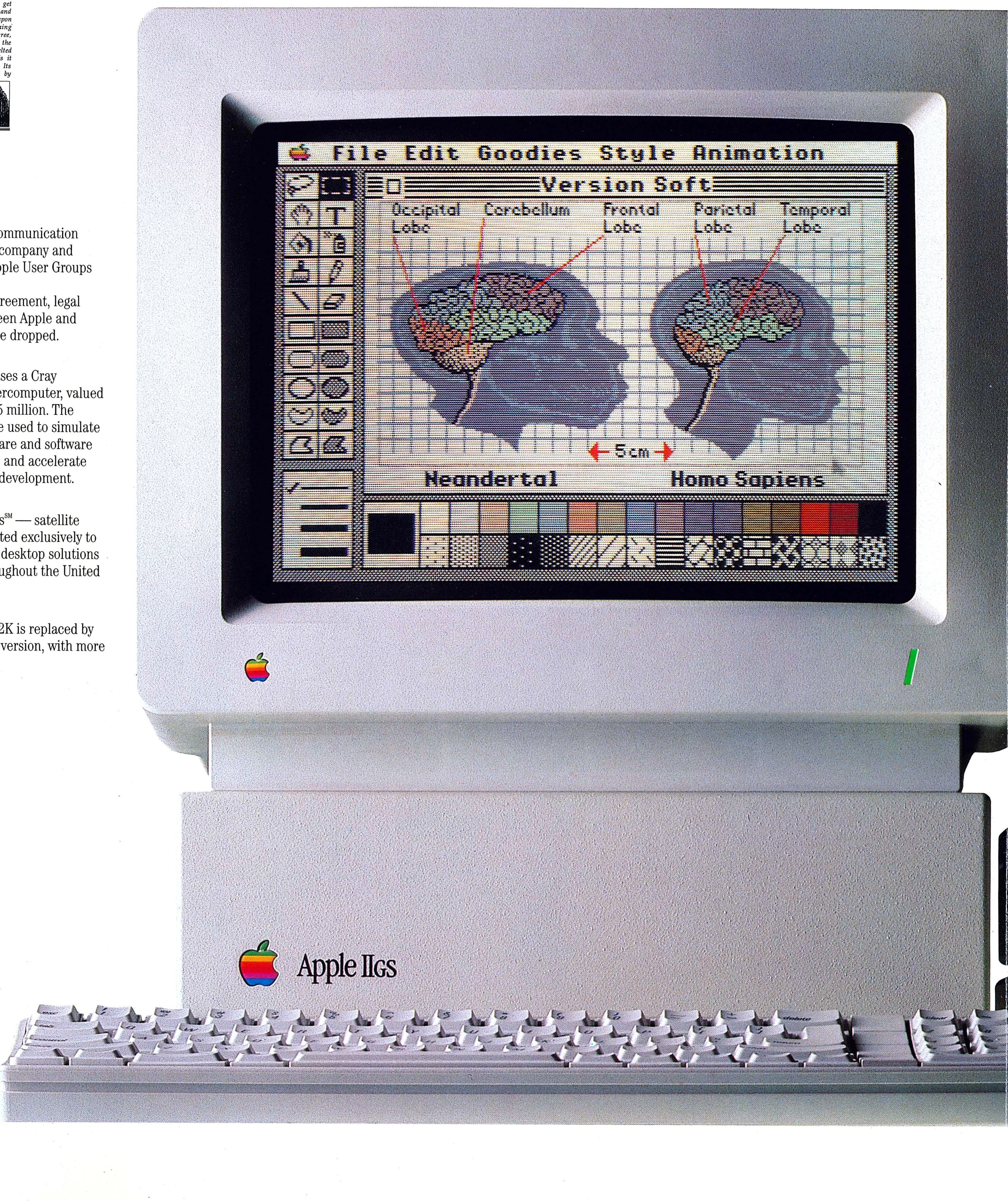
- Apple purchases a Cray X-MP/48 supercomputer, valued at about $15.5 million. The system will be used to simulate future hardware and software architectures and accelerate new product development.

MARCH

- Apple Centres℠ — satellite stores dedicated exclusively to selling Apple desktop solutions — open throughout the United Kingdom.

APRIL

- Macintosh 512K is replaced by an enhanced version, with more


File Edit Goodies Style Animation
Version Soft
Occipital Lobe
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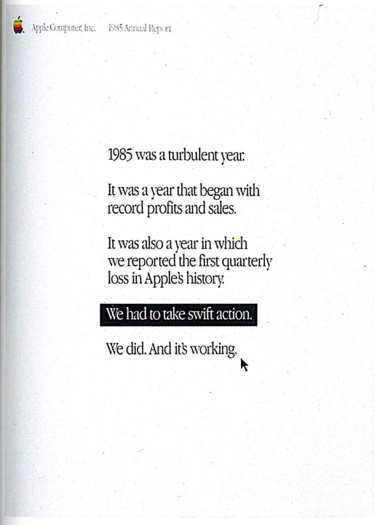
Neandertal
Homo Sapiens
Apple IIGS



Apple Computer, Inc. 1985 Annual Report

1985 was a turbulent year.

It was a year that began with record profits and sales.

It was also a year in which we reported the first quarterly loss in Apple's history.

We had to take swift action.

We did. And it's working.

The 1985 annual report.

Thanks, Apple.

Late Monday night, May 19, 1986, we learned that Apple Computer was moving its advertising account from Chiat/Day to BBDO.

This marks the end of the roller coaster adventure our two companies have shared for nearly seven years. Together, we introduced a new technology to the world, founded a new industry in America and changed forever the way business talks to business.

Now we'd like to take this moment to say thanks, Apple.

Thanks for letting us make a little history.

Thanks for demanding our best, and then more than our best.

Thanks most of all for actually running our best, year after challenging year.

You've done for us what VW did for Doyle Dane Bernbach, what Hathaway did for Ogilvy & Mather, what McDonald's did for Needham, Harper & Steers.

So thanks, Apple.

It's been a great ride.

Chiat/Day

Chiat/Day's farewell ad to Apple.

Apple invites the public to an Open House in shopping malls across the country.

Macintosh TV commercials signal a more ambitious approach to the business and education markets.

The power to be your best.

power and storage.

- Educators are offered special rebates on computers for their personal use through a six-month program called "An Apple for the Teacher."

MAY

- Following a hotly contested agency review, Apple moves its domestic advertising business from Chiat/Day to BBDO, which had previously handled the company's advertising abroad. Chiat/Day acknowledges the change graciously with a full-page *Wall Street Journal* ad titled, "Thanks, Apple." The ad is reminiscent of the award-winning "Welcome, IBM. Seriously." ad the agency created for Apple five years earlier.
- Apple introduces a KanjiTalk version of Macintosh. Built-in systems software provides users with the three traditional Japanese alphabets, in addition to English.

JUNE

- Collaborative effort is begun with the National Geographic Society and Lucasfilm Ltd. to explore the use of optical technologies (video and compact disk) in education.
- Education Affairs enters its twelfth cycle of grants, called "Next Steps." Awards will be targeted to student populations—such as female, ethnic, and linguistic minority students—that traditionally have the most limited access to computer technology.

JULY

- Apple conducts a series of Business Forums in 12 U.S. cities. Apple, its dealers, and several third-party vendors cooperate in presentations and demonstrations of specific desktop solutions.

AUGUST

- Apple Programmer's and Developer's Association is formed.

SEPTEMBER

- Apple IIGS™ and an enhanced Apple IIc are introduced in Cupertino.
- Apple stages Open House events in shopping malls across the country. Hands-on demonstrations of computers and software attract thousands of people who have never visited a dealer.

OCTOBER

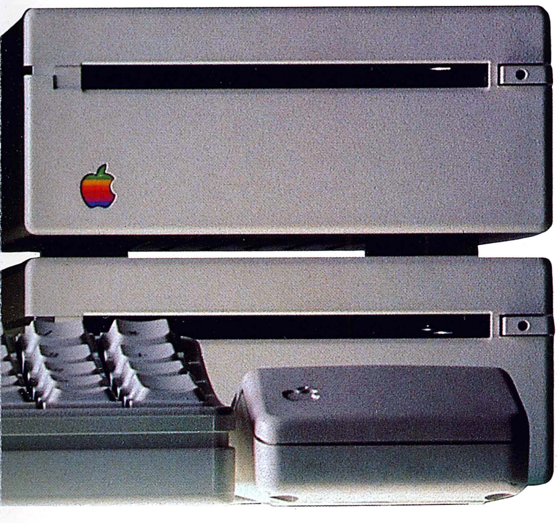
- The press is invited to the Plaza Hotel in New York for a sneak preview of Apple's new TV commercials. Film critics Gene Siskel and Roger Ebert provide their own editorial reviews following the show.
- Arabic Macintosh Plus is introduced. All screen menus and commands are in Arabic script. The computer can also produce Urdu, Farsi, and Malay script.

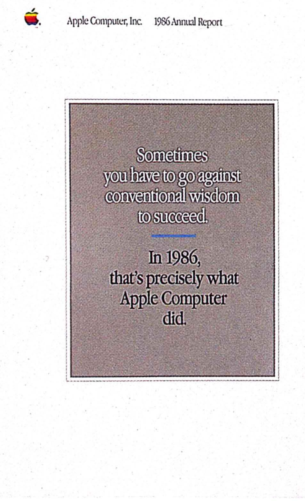
DECEMBER

- The 1986 annual report describes a full and healthy recovery from the turbulent year before — profits for the fiscal year close at record highs, 151 percent over the previous year; employment has nearly returned to prereorganization levels, with about 5,600 employees worldwide, and the industry's highest sales-to-employee ratio.
- Over 200,000 AppleTalk networks are now in place, making it one of the world's most preferred local area computer networks.

What it takes to care for a Cray: Apple's $15.5 million supercomputer is monitored 24 hours a day by as many as four people. Its home is a locked, guarded, dust-free room that's cooled by two 20-ton air conditioners.

The Apple IIGS, capable of producing over 4,000 colors and digital sound.



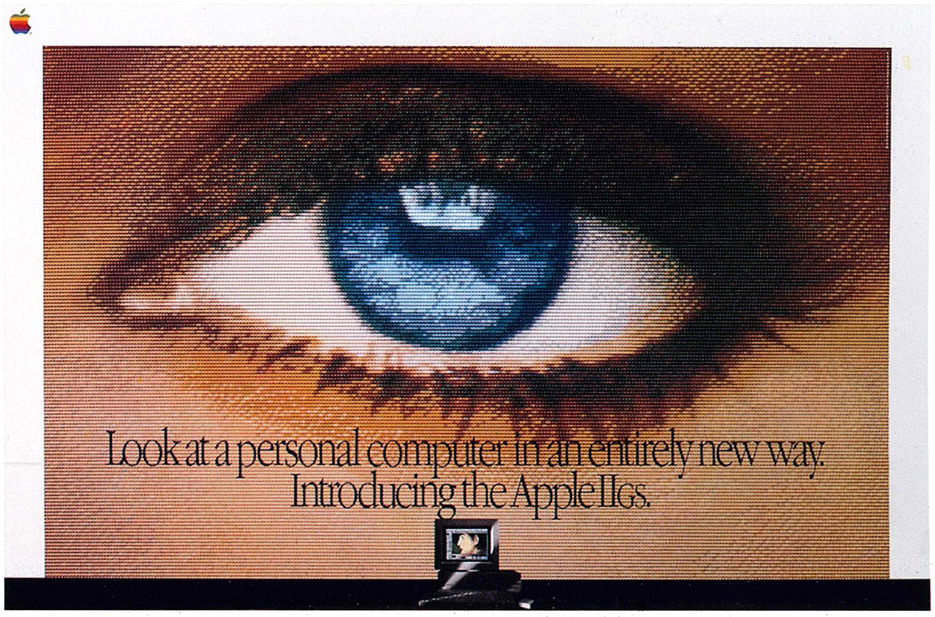


Apple Computer, Inc. 1986 Annual Report

Sometimes
you have to go against
conventional wisdom
to succeed.

In 1986,
that's precisely what
Apple Computer
did.

The 1986 annual report.


Look at a personal computer in an entirely new way.
Introducing the Apple IIGS.

PRIDE

9

YOU MAY HAVE NOTICED THAT WORDS LIKE PRODUCTIVITY, PRACTICALITY, AND SPEED have not played very sizable roles in the book you're holding. Strange, considering those are some of the more familiar words folks feel obliged to toss around when they talk about computers.

But remember, this book is not about computers. It's about people. And people's actions can seldom be explained in purely rational ways. For instance, we know that assembly lines are more productive than building by hand, yet there are waiting lists of people willing to spend a fortune on cars that are crafted the latter way. Stoneware may be more practical than porcelain, but people still serve dinner on great-grandmother's china. An instant camera can turn out a fully developed snapshot in seconds, but you'd probably want your wedding photographs shot with a professional portrait camera.

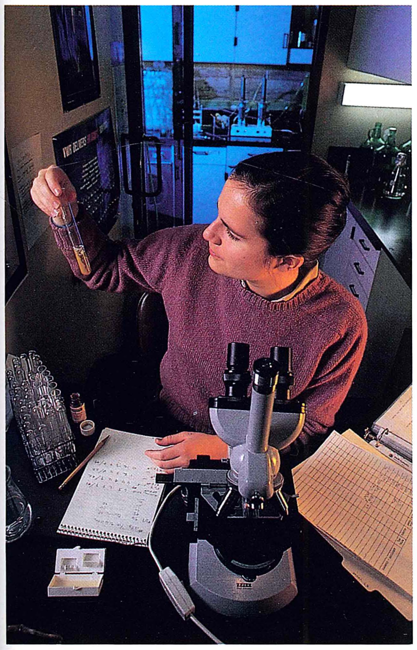
Pride is a powerful force—and one of mankind's most endearing qualities. It can override our logic, make us blind to cost, or shift matters of great urgency to the back burner. It's what encourages a ten-year-old to study for a spelling bee when he could be out playing ball. It's what prompts an architect to give up her weekend, just to improve a drawing everyone else thought was fine to begin with.

And it's one of the most telling reasons why millions of us have embraced personal computers so warmly.

There's reason to believe, in fact, that as computers work their way deeper into our lives, they will trigger a renaissance in our own personal standards.

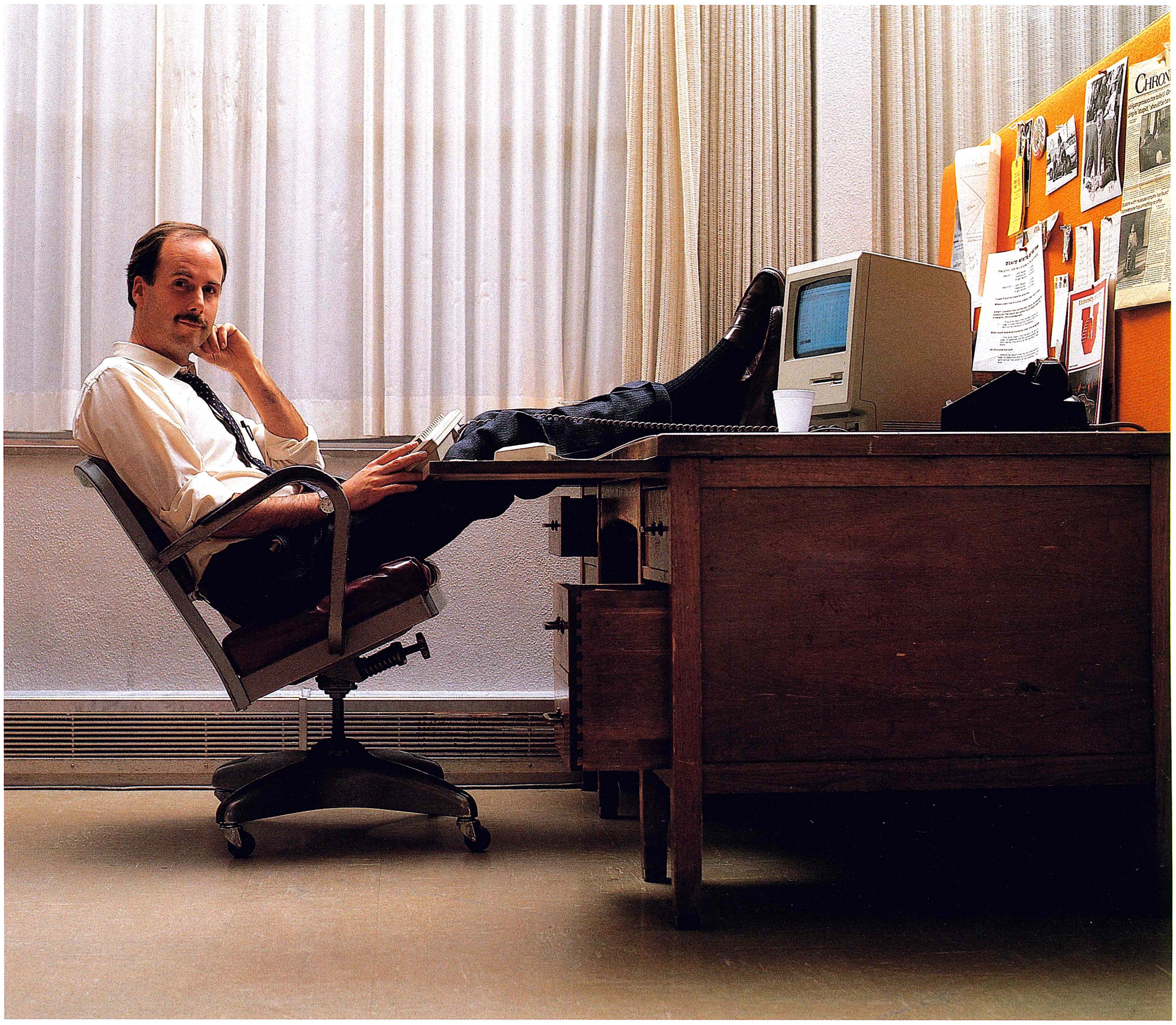
Some would say the renaissance has already begun. Look at that bastion of convention, the corporate office. Not long ago, virtually every report, proposal, and business letter in the world looked as if it could have been issued from the same company (thank goodness for letterhead designs!). But now stroll past the typical corner office, and here's what you'll find: some of America's most buttoned-down execs hunched over keyboards, gleefully toying with typefaces and shading bar charts, just to make some commonplace sales analysis a trifle less common.

Schoolkids, on the other hand, have always been long on creativity—but short on patience. When they answer a question in a quiz, a workbook, or a homework assignment, they want to know if



FACING PAGE:
Yountville, California—What's the secret to making an excellent champagne? For Domaine Chandon, the trick is to combine grapes with an Apple. During harvest, this winemaker takes in hundreds of tons of grapes a day from more than a dozen vineyards—and an Apple computer keeps track of it all. John Wright, president of Domaine Chandon, adds that the Apple also tells him how much juice is held in each of eighty-seven tanks, and can answer "What if?" questions about blending juice from various tanks.

SIGN
NOW TYPE YOUR MESSAGE:
GIBLEY FOREST
KIDS NEWSPAPER!
STACEY LAZENBY
<CTRL-I> TO SEE EDIT INSTRUCTIONS
monitor ///
S.C.O.O.P.S.
disk II



FACING PAGE:

Marietta, Georgia—Stacey Lazenby may be the world's only nine-year-old newspaper tycoon. Her pride and joy: The Sibley Forest Kids Newspaper *which Stacey and friends publish every month. Composed entirely on the Lazenbys' Apple II, the paper includes mazes, word games, jokes, articles on special holidays, and birthday announcements for the 250-home community within which it's distributed. Stacey's entrepreneurship is apparently spreading—her younger brother has started a baseball card trading company, using the Apple to manage his inventory.*

ABOVE:

Salt Lake City, Utah—"Dollar for dollar, I bet we can beat any college newspaper anywhere in production costs." Robert McOmber has every reason to feel proud—as business manager for the University of Utah's campus paper, he was responsible for the switch from typewriters to Macintosh computers. The computers can be used to write, edit, and mark up the paper's stories, then feed them directly into the typesetting system. This bypasses the cost of retyping edited stories for typesetting. "We're into our system of Macintoshes for less than $30,000," says McOmber. "And it does typesetting work appreciably similar to what a $200,000 system does." No wonder he feels good.

the answer is right. And they want to know now. By the time an overworked teacher passes out graded papers, the class's minds are elsewhere. But put a kid in front of a computer, and *voilà!* Immediate feedback plus instant reward equals lasting satisfaction.

What's happening on the home front? Plenty—and not nearly enough. Not since the television have we brought such an eye-opening, mind-expanding device into our living rooms. But while TV can only pique our interests, a personal computer helps us explore them. It may even kindle a few new interests along the way.

Mind you, this is no slur on television—there's much to be gained by watching a well-produced news program, documentary, concert, or miniseries. Television does keep us informed and entertained.

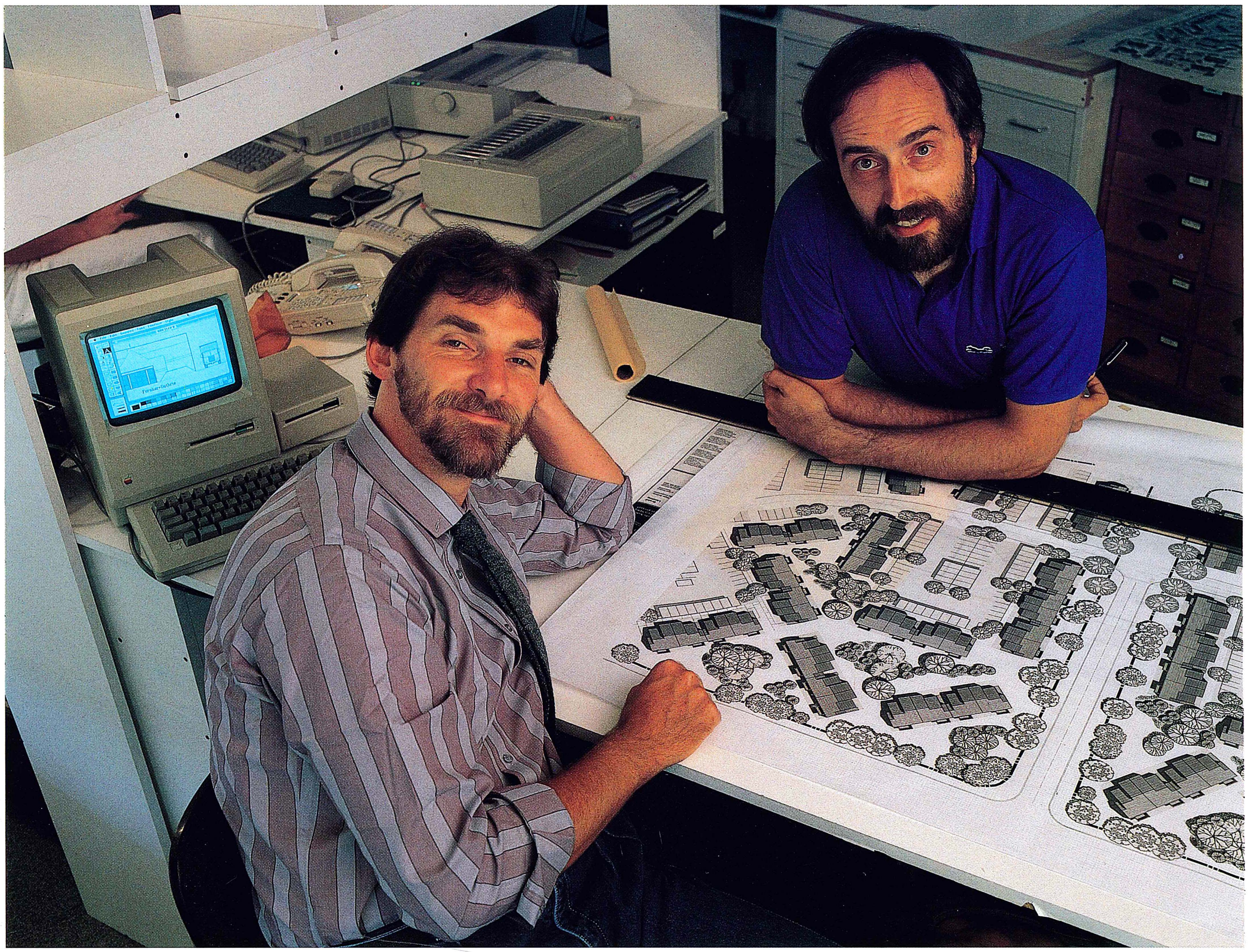
But it doesn't do beans for our sense of accomplishment.

Plug in a personal computer, though, and suddenly it's not just history exams and business papers we can feel good about. We can compose songs without knowing a B flat from an A major. We can find out what we missed back in college when we skipped all those astronomy classes. We can write the Great American Novel (hey, somebody's got to do it). Or we can follow the muse and try our hand at poetry. We can learn to type, to invest, to speak Greek, to count calories. We can plan that vegetable garden we've always wanted. Or design our own Christmas cards for a change. We might even be tempted to give the tennis club's newsletter a facelift.

We can do all this, and yet many people still think of personal computers either as flashy game machines and glorified typewriters, or as tutors for the kids.

All of which causes a great deal of hair-pulling and teeth-gnashing among Apple's most outspoken evangelists. They've seen firsthand how easily a personal computer can unlock a potential for

THIS PAGE:
Lafayette, Louisiana—Like many people in these parts, Raymond François (center) is proud of the music that's sprung from the bayou's rich Cajun culture. And like many folk musicians, he hasn't had a bit of formal training. But François does have a Macintosh. So now he's busily writing and recording dozens of folk melodies for posterity—and even writing a book about the Cajun music he's dedicated himself to these past forty-two years.



THIS PAGE:
San Rafael, California—Matt Guthrie (left) and Bob Forsher are architects who've come up with a novel way to make their building plans look clean, precise, and professional. First they draw planning symbols (such as trees and furnishings) and construction details (such as walls and rafters) on a Macintosh screen. The drawings are printed and photocopied onto adhesive-backed paper, then pasted into the firm's building plans. If specifications are changed later, it takes only minutes to revise the Macintosh drawings and update the plans. What's more, the benefits of Forsher's and Guthrie's method go beyond aesthetics—a drawing that used to take a week to complete entirely by hand can now be finished in half a day.

doing things—and doing them brilliantly—that we otherwise may never have known existed within us.

It's no coincidence that Pride was reserved for the final chapter in a book about human values. Pride influences the entire range of our emotions, sharpening some, softening others. Our most extraordinary achievements can be credited to it. Our most grievous mistakes can be blamed on it.

And every story pictured in this book can be explained by it.

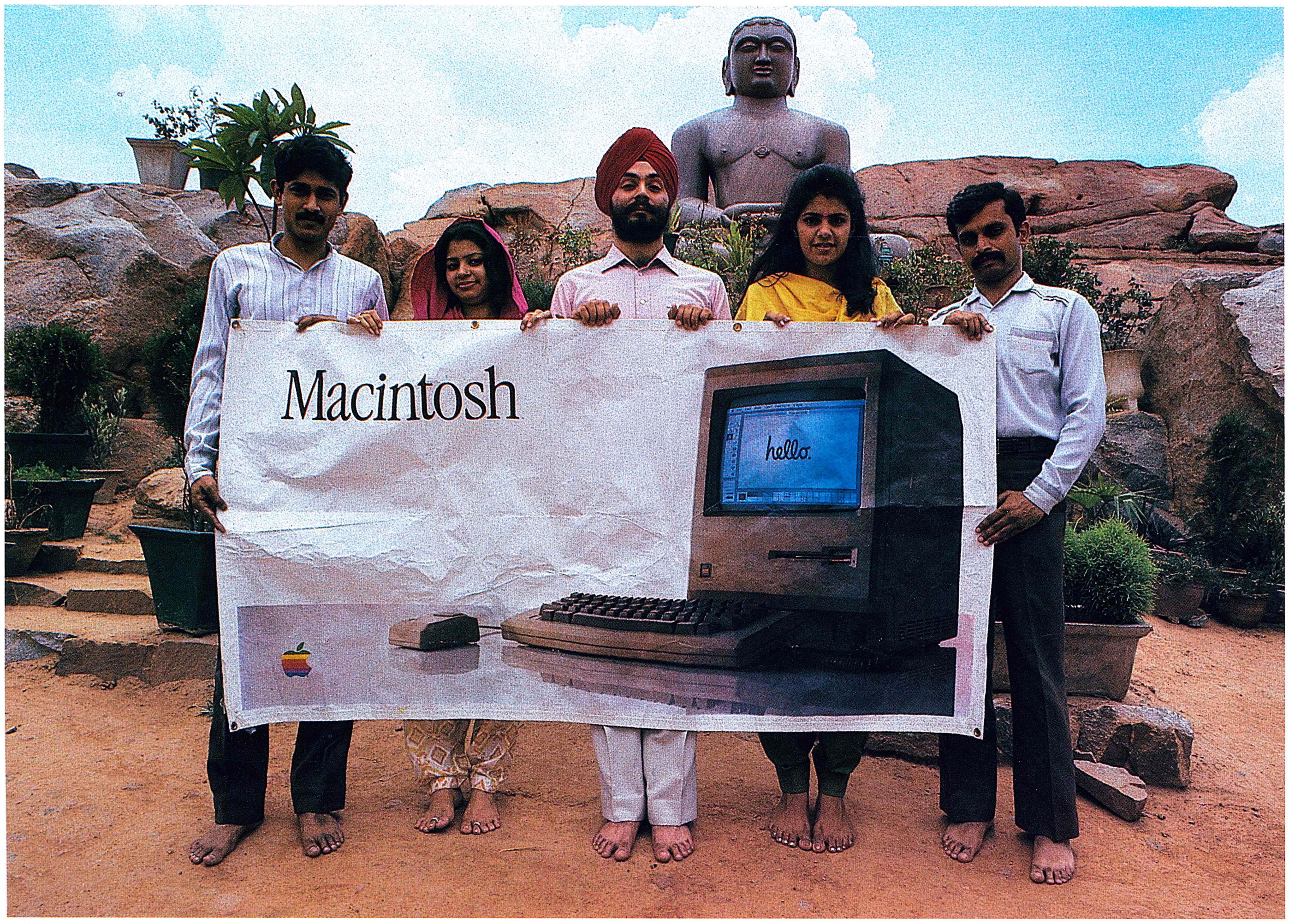
Each week, the U.S. Patent Office is swamped with ideas for making our lives easier, producing stuff more cheaply, or getting things done faster. Some will be successful, many will not. But it'll be a long, long time before anyone creates a machine that touches people, on so many levels, as does the personal computer. It's just a box of silicon and solder. But it whets our curiosity, extends our physical capabilities, fires our imagination, and frees our mind like nothing that has come before it.

Our society changes rapidly; our technology, even faster. But *people*—individuals—are notoriously slow to change. It took ages for printed books to make their way into the average household. Nearly twenty-five years for automobiles. Twenty for television sets.

By comparison, the personal computer is being absorbed at a breathtaking clip (in some cases, by people who've never watched TV, don't drive cars, and can't read a book).

Not bad for just ten years.

It makes you wonder what's still to come.

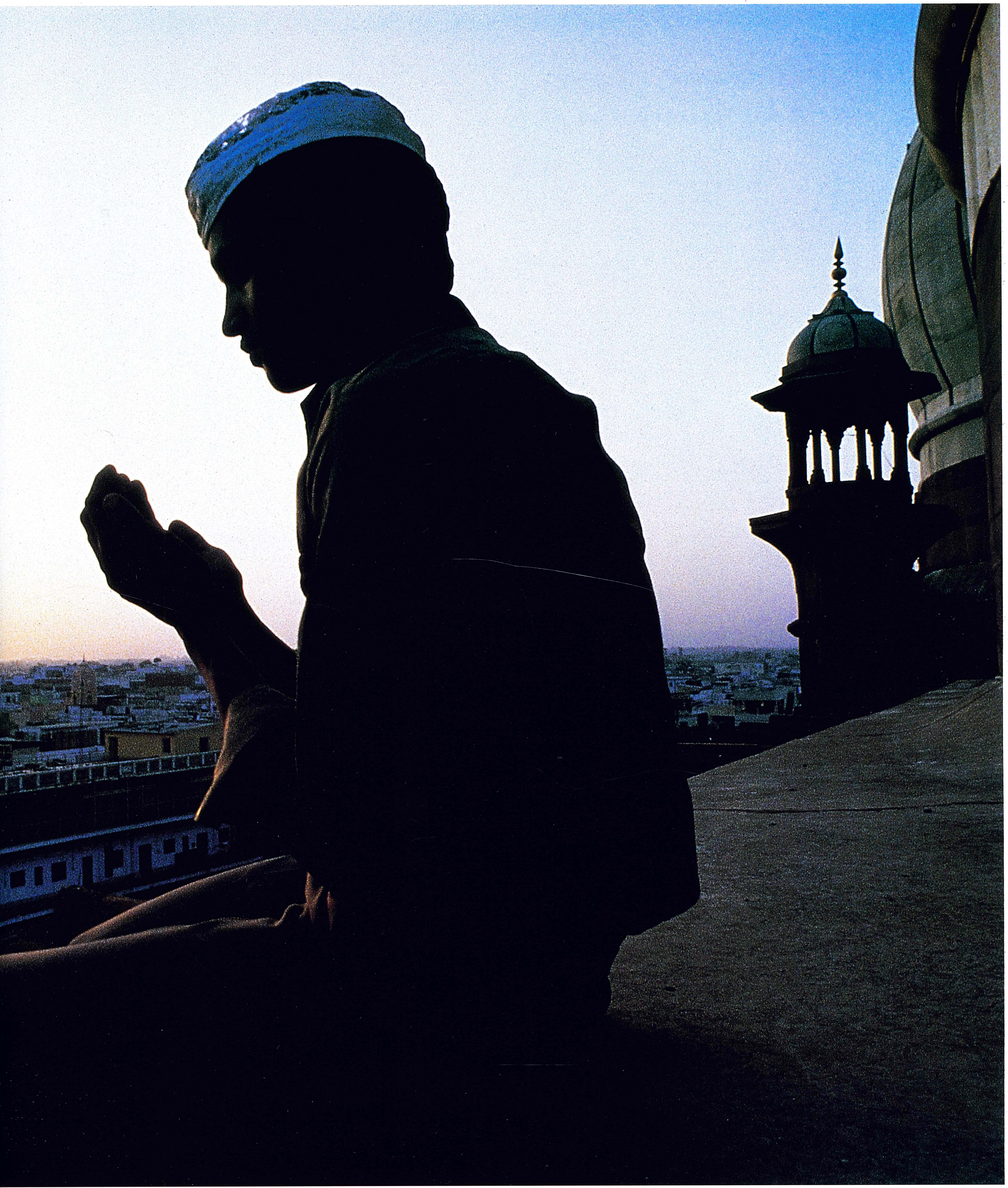


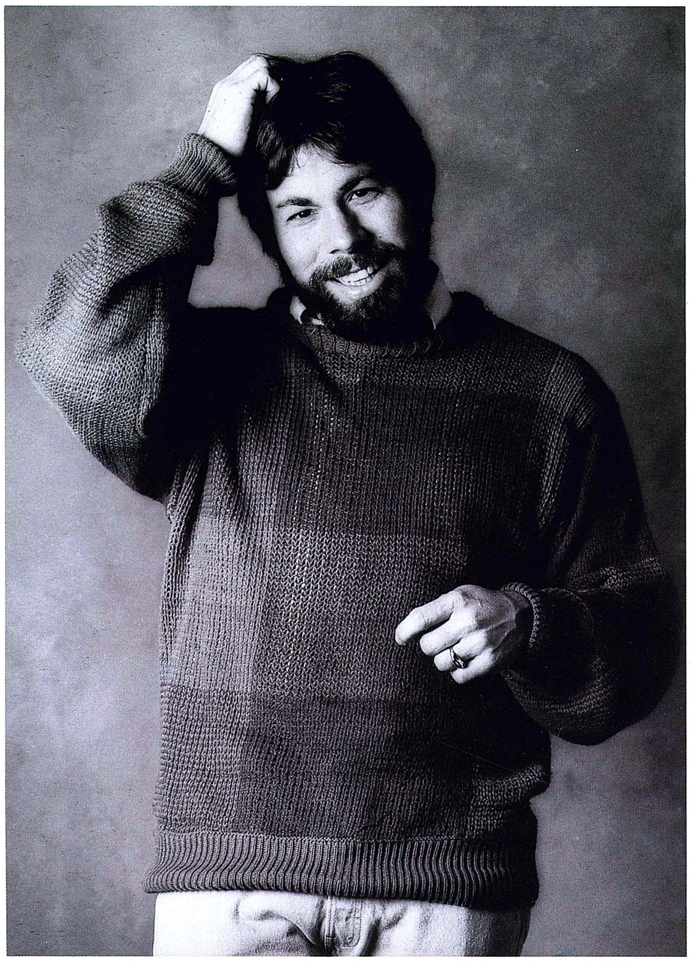
RIGHT AND ABOVE:

New Delhi, India—Adil Shahryar has done what only a rare few can lay claim to—he's made a lasting contribution to his religion's heritage. While in the United States, Shahryar attended an Apple training seminar. It was there that the devout Muslim was struck with the notion of developing the world's first Urdu script on a personal computer. Returning to India, Shahryar got behind the keyboard of a Macintosh and set to the task. The finished Urdu alphabet, though a remarkable achievement, is by no means the only non-English language that's been produced on a Macintosh. The computer's bit-mapped graphics have made it possible for people to write in dozens of idioms, from Japanese Kanji characters to age-old Chinook dialects.

FOLLOWING PAGES:

Kyle, South Dakota—A moment of triumph: Jubilant Native Americans celebrate graduation from Little Wound Reservation School. As personal computers take on an even greater role in this school and thousands of others across the nation, Apple's people feel the same pride and enthusiasm that's so clearly spelled out on these faces.





To this day, I still can hardly believe what it was like those first few years. Everything went so smoothly, so perfectly. Nothing went wrong. The future was never black. We never wondered whether or not we'd still be in business the next year. We knew we were way ahead of everyone else. The products were selling, the market was absolutely taking off.

And inside the company, everyone was working together. There were no fights, no hassles. Rod Holt, Mike Scott, Mike Markkula, Steve Jobs, everyone—we were all moving in the same direction. Doing whatever was needed to get things done.

At any one time there were about a hundred things we could have been working on. But we only had time and people to do three, four, maybe ten at the most. So we picked projects we knew would be useful, needed—things that would increase the Apple II's value.

In those days, several of the company's key directions started out just as somebody's pet projects. For instance, Mike Markkula had a daughter who was learning math at the time. So we wrote a software program that would display math problems on the screen and give you a smiling face or a frowning face, depending on your answers. That got us started in education—far ahead of anyone else.

Back then, we didn't have a market analysis department. The market was always one person—yourself.

STEVE WOZNIAK, Cofounder

TEN YEARS IS LAUDABLE FOR A MARRIAGE, RESPECTABLE FOR A WINE, EXCEPTIONAL for a rock band.

But in the corporate jungle, ten-year-old Apple is still a sapling.

A little perspective: By the time of Apple's incorporation in 1977, Watergate, moon rocks, disaster films, and Mark Spitz's gold medals were already old hat. Apple is no older than *Star Wars.*

A little more perspective: Many of the firms that accompany Apple on the Fortune 500 were in full bloom long before Steve Jobs and Steve Wozniak were even born.

So, at first blush, ten years may not seem so remarkable.

And yet, there are some perfectly good reasons why Apple's tenth anniversary merits our attention.

First, the age of a personal computer company should probably be measured with a somewhat different yardstick than the ages of other businesses. Ten years may mean little to a steel mill that's been around since the turn of the century, but it's *forever* in the personal computer field. This is an industry that has always operated on a different speed than most: it appeared suddenly, it grew ferociously, it thinned out abruptly. In 1981, you could pick up a business magazine and leaf through computer ads for Osborne, Archives, Pertec, Durango, and a legion of others. Where are they now? That Apple should survive, when so many that came before and after it have fallen, is itself something of an achievement.

Second, Apple's accomplishments in its first decade were quite unlike those of any other company in history. In the time it takes many businesses to double in size, Apple went from two young men in a garage to more than five thousand employees and seven thousand dealers in eighty-five countries; from a few thousand dollars in sales to nearly two billion (and without a single acquisition). Apple established not one, but two hugely popular computer standards. And always, Apple made headlines: for its radical marketing ideas, for its breakthrough manufacturing concepts, for the thousands of Apple systems donated to schools and social organizations around the world.

There is a third reason why this anniversary is worth noting; the very reason for this book, in fact. And that is that it's not just the anniversary of a company we celebrate— it's the anniversary of an idea. An idea that, in only a brief span of time, has forever altered the way we run our businesses, the way we teach our children, and the way we fulfill our lives:

One person, one computer.

That simple idea has already touched millions of us; in the years to come it will touch many millions more.

It makes sense, then, to periodically stop and study the wake that trails behind this fast-moving ship. Is our course steady? Are we heading in the proper direction? Have we traveled very far?

The answers are for you to decide.

All Apple can do is lay the evidence before you.

This book owes much to the cooperation and insight of many of the people who know Apple best. The final words, then, shall be theirs.

"Apple is a company that continually reinvents itself. We started as an enthusiasts' company, became a general-purpose computer company, then an education company. Now Apple is evolving into a company with an equally strong presence in both business and education—and it won't be the last change we go through. As long as Apple stays flexible enough to reinvent itself, we'll keep fresh. As long as we keep fresh, we'll remain unique from everyone else in this industry. And as long as we do that, we'll succeed."

—JOHN SCULLEY, PRESIDENT & CHAIRMAN

"Walt Disney always told people after they had finished a great film, 'You're only as good as your next picture.' I think that's an important way to think about Apple. We've done all these marvelous things, and it's fun to sit and talk about them—but only for about twenty minutes. It's a lot more fun to think about what's next."

—MIKE MARKKULA, VICE CHAIRMAN OF THE BOARD

"It's not like we were all smart enough to see a revolution coming. Back then, I thought there might be a revolution in opening your garage door, balancing your checkbook, keeping your recipes, that sort of thing. There are a million people who study markets and analyze economic trends, people who are more brilliant than I am, people who worked for companies like Digital Equipment and IBM and Hewlett Packard. None of them foresaw what was going to happen, either."

—STEVE WOZNIAK, COFOUNDER

"On the one hand, we're now a Fortune 200 company, and that requires a certain amount of accountability, structure, and responsibility—responsibility to our shareholders, for instance. On the other hand, we want to hold onto all the things that have made us great: the innovation, the creativity, the individual contribution, being part of a team, the ego, feeling good about your personal contribution to this whole thing. Apple is fortunate—we don't have the baggage. We're only ten years old—we don't have the policies, practices, and procedures so firmly in place. The real excitement for me will be to help orchestrate our growth from a two- to a four- to an eight-billion-dollar corporation while retaining that innovative spirit."

—DEL YOCAM, CHIEF OPERATING OFFICER

"Every day, people come in here at seven in the morning and stay until whatever it takes. We don't work like this because it's a job. We work like this because we're crazy about it. Because we like the people we work with. I get cranked up when I see someone get a tear in their eye, because they really care so much about what Apple is doing. They care about it so much that they can get angry. They have highs and lows. It's a marriage."

—BILL CAMPBELL, EXECUTIVE VICE PRESIDENT

"Products have more instant success or failure in the United States; people and the marketplace tell you immediately what they like and don't like. Elsewhere in the world, people are a bit more traditional, more cautious. It takes time for a new concept to take hold. And yet people everywhere are motivated by the same things—personal achievement, growth, attention, success, and so on. So while the personal computer boom was basically a U.S. phenomenon for a while, Apple is now opening up a tremendous pent-up demand throughout the world."

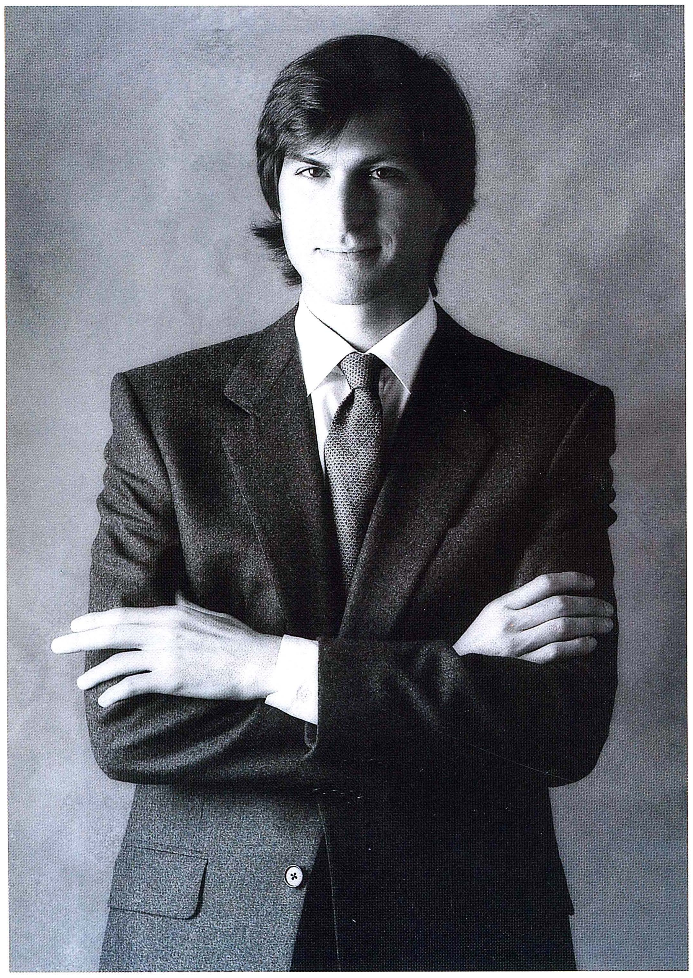
—MIKE SPINDLER, SENIOR VICE PRESIDENT

"Apple has always entrusted decision-making to levels that many corporations would consider outrageous. There are people here making significant dollars-and-cents decisions, though they may not have a long history of business experience. And they're successful at it far more often than not. It's changed my perspective of how a company can work—the years and grey hair aren't what make a great contributor. It's the ability to think creatively and independently. And that ability is recognized and rewarded here more than anywhere else I know."

—AL EISENSTAT, SENIOR VICE PRESIDENT

"One of the deep mysteries to me is our logo—the symbol of lust and knowledge, bitten into, all crossed with the colors of the rainbow in the wrong order. *You couldn't dream of a more appropriate logo: lust, knowledge, hope, and anarchy."*

—JEAN-LOUIS GASSÉE, VICE PRESIDENT



STEVEN P. JOBS, Cofounder

Apple's first ten years have been marked by exhilarating highs and a few disappointing lows. But the one constant has always been the energy, conviction, and enthusiasm of its employees. Listed on the following pages are the names of those miracle workers, past and present, as of January 1, 1987 (with apologies to anyone who may have been accidentally overlooked). Apple also offers its deepest gratitude to the thousands of freelancers, dealers, suppliers, vendors, and developers, and to the nearly five million customers who have helped turn a vision into reality.

MARY AAL ■ MARK AARON ■ JENNY ABBE ■ CATHIE ABBOTT ■ SYLVIA ABBOUD ■ ELIAS ABDUL-MALAK ■ MAISAN AZIZ ABDULAHAD ■ LARRY ABEL ■ MARY LOU ABELS ■ CHARLES ABENDROTH ■ LISANNE ABRAHAM ■ JERRY ACCUARDI ■ STEPHEN ACERS ■ MICHAEL ACHESON ■ MARK A. ACHLER ■ DANIEL ACKERSON ■ AVA D. ACLIN ■ DARLENE ACOSTA ■ EDWARD ACOSTA ■ LORRAINE ACOSTA ■ MARIE ACOSTA ■ ROSE MARIE ACOSTA ■ DAVID R. ADAIR ■ SHEILA R. ADAIR ■ TINA L. ADAIR ■ RAFAEL ADAME ■ ANN T. ADAMS ■ CATHERINE L. ADAMS ■ DAVID P. ADAMS ■ FREDERIC ADAMS ■ GEORGE ADAMS ■ GEORGE J. ADAMS ■ JAMES K. ADAMS ■ JANINE A. ADAMS ■ KATHLEEN M. ADAMS ■ KIMBERLY L. ADAMS ■ KIRK ADAMS ■ SARAH ADAMS ■ STEVEN S. ADAMS ■ SUSAN M. ADAMS ■ TERRY G. ADAMS ■ THOMAS H. ADAMS ■ CHARLES W. ADAMS JR. ■ CAROLYN S. ADCOCK ■ TOM W. ADDISON ■ MAARIF BIN ADDON ■ MICHAEL ADELL ■ ROGER ADELL ■ CHARLES W. ADKINS ■ GLENN ADLER ■ HANS-JOACHIM ADLER ■ COLETTE ADNET ■ FRANCIS ADNET ■ LINDA L. ADNEY ■ JOHAN ADRIAANSE ■ ALEXANDRA AEBISCHER ■ HENRI AEBISCHER ■ HILARIO P. AGBULOS ■ DOLORES AGIOBENE ■ JEAN AGOSTINI ■ ESTRELLA AGRAVIADOR ■ ALFRED A. AGRELLA ■ MICHAEL AGRON ■ TRINIDAD AGUERO ■ GLORIA AGUIAR ■ CECILIA AGUILAR ■ JESSICA AGUILAR ■ ARLENE M. AGUILERA ■ MONICA AGUIRRE ■ LOLITA R. AGUSTIN ■ MICHAEL AHEARN ■ BERNARD AHERN ■ MARGARET AHERN ■ THOMAS I. AHL ■ DORIS AHLBERG-LINDER ■ QURBAN AHMAD ■ MANSOUREH AHMADIAN-TEHRANI ■ ABDI AHMED ■ SYED Y. AHMED ■ PAMELA PATYK AIKEN ■ PAMELA AILES ■ BRENDA G. AINSCOW ■ MARY AINSWORTH ■ KAREN AKERSON ■ INGVAR AKESSON ■ FRANK AKIHARY ■ TAJIMA AKIYASU ■ WILLIAM ALAMEIDA ■ BRIDGET ALBANO ■ LUZ ALBARRAN ■ MOISES B. ALBAYALDE ■ TINO ALBERIZZI ■ MARION C. ALBRIGHT ■ HARVEY A. ALCABES ■ FELIPE L. ALCANTARA ■ LUANNE ALCARAZ ■ AL ALCORN ■ BARBARA ALDERSON ■ CINDY ALDINGER ■ RUSSELL B. ALDRICH ■ JANICE L. ALDRICH-JONES ■ FRITZ J. ALDRINE ■ LINDA ALEJANDRO-SWART ■ JERROLD ALEMAN ■ NEIL ALENIK ■ MARYANN ALESSANDRI ■ MARGHERITA ALESSIO ■ BARBARA L. ALEXANDER ■ DEBRA M. 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NEWTON ■ RICHARD NEWTON ■ AH MOI NG ■ AH NGIN NG ■ AH POH LINDA NG ■ AH PONG NG ■ AH SOI NG ■ AH TEE NG ■ BEE LAN NG ■ CHAI HOCK NG ■ CHEE MOON JIMMY NG ■ CHUI HEOK NG ■ DOUGLAS NG ■ GEK CHENG NG ■ GEOK LUM NG ■ HUCK MENG NG ■ HUI MEE NG ■ KHE YONG NG ■ KIAT HIN NG ■ KIM HEOK NG ■ KUE ENG NG ■ KUM FONG NG ■ KWE GOAK NG ■ LIAN TEE NG ■ MOY TIANG NG ■ MUI KEE NG ■ NANCY NG ■ SAI GEK NG ■ SAI NGOH NG ■ SEOK CHENG NG ■ SOO GEK NG ■ SWEE BOEY NG ■ TENG ENG NG ■ DOMINIC NGAI ■ HAI P. NGO ■ LOAN NGO ■ LOC QUANG NGO ■ TRUNG THIEN NGO ■ TUAN NGO ■ PHUOC H. NGUY ■ BA V. NGUYEN ■ BANG LE NGUYEN ■ BICH NGOC NGUYEN ■ BICH THI NGOC NGUYEN ■ BRYAN K. NGUYEN ■ DU THI NGUYEN ■ HANG THI THU NGUYEN ■ HANH NGUYEN ■ HO NGUYEN ■ HOANG OANH NGUYEN ■ HUONG NGUYEN ■ KHOA D. NGUYEN ■ KIEN NGUYEN ■ LAN THI NGUYEN ■ LICH THI NGUYEN ■ LINH T. NGUYEN ■ MINH NGUYEN ■ NGA K. NGUYEN ■ NGA THI NGUYEN ■ NGAN D. NGUYEN ■ NGOC B. NGUYEN ■ NGUYET T. NGUYEN ■ NHIN N. NGUYEN ■ OANH-MAI NGUYEN ■ PEGGY L. NGUYEN ■ PHILIP NGUYEN ■ PHUOC H. NGUYEN ■ QUI V. NGUYEN ■ SANG THI NGUYEN ■ SANH KIM NGUYEN ■ SINH XUAN NGUYEN ■ THANH NGOC NGUYEN ■ THANH-LIEM DINH NGUYEN ■ THO NGOC NGUYEN ■ THUAN VUU NGUYEN ■ THUY NGUYEN ■ TIEN V. NGUYEN ■ TINA NGUYEN ■ TO VAN NGUYEN ■ TRINH HUU NGUYEN ■ TRUNG VAN NGUYEN ■ VAN AN NGUYEN ■ VAN THI KIM NGUYEN ■ VIEN-VINH NGUYEN ■ XUAN THUONG NGUYEN ■ TRUONG NHUONG ■ MARY NYUNT NICELY ■ SUSAN NICEWICK ■ NICK NICHANI ■ CLAUDIA D. NICHOL ■ FUMI NICHOLLS ■ JANICE P. NICHOLLS ■ KENT NICHOLLS ■ AUDREY NICHOLS ■ BARBARA NICHOLS ■ JAMES NICHOLS ■ PAMELA NICHOLS ■ PATRICIA ANN NICHOLSON ■ RONALD H. NICHOLSON ■ GENE R. NICKELL ■ HUGH NICKLIN ■ ELIZABETH NICOL ■ GERRARD NICOLAS ■ PETER NIEH ■ DENNIS C. NIEKERK ■ ROGER L. NIELSEN ■ SEBRINA F. NIELSEN ■ CHERYL NIELSON ■ WILLIAM R. NIENHAUS ■ DIANE NIKSTENAS ■ SENG WENG NING ■ CALVIN NIPPER ■ CINDY J. NISHIMURA ■ JAMES B. NISSEN ■ MICHAEL C. NITSO ■ ELEANOR A. NITZKE ■ LAY BENG NIU ■ LOIS A. NIVERA ■ R. ANTONIO I. 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TALLMAN ■ MARY BETH TALPAS ■ CARRIE CHANG TALWAR ■ JOHN TAM ■ TOMMY TAM ■ LEANN TAMBOR ■ AH BOE TAN ■ AH HOON TAN ■ AH KIM TAN ■ AH SUAN TAN ■ AI LIN TAN ■ AI MOY TAN ■ BEE HOON TAN ■ CHANG YONG TAN ■ CHAY KHON TAN ■ CHENG KAH TAN ■ CHIEW GEK TAN ■ CHIT TEE TAN ■ CHOO KOON TAN ■ CHOON HUA TAN ■ CHOON POH TAN ■ CHYE HUI TAN ■ DARREN TAN ■ DAVID TAN ■ EE GEE TAN ■ EU CHYE TAN ■ GEE YANG TAN ■ GEK SONG TAN ■ GUAN HIANG TAN ■ HAR CHENG TAN ■ HONG KUAN TAN ■ HUI KEOW TAN ■ JONG SUAN TAN ■ KAI TOCK ERENE TAN ■ KAY CHUAN TAN ■ KIANG PENG TAN ■ KIM LIAN TAN ■ KWEE HUANG TAN ■ KWEE NEO TAN ■ LAY CHOO TAN ■ LEE HUAY TAN ■ MENG CHOO TAN ■ MENG LEE TAN ■ MUI NOI TAN ■ PAIK NOI TAN ■ PENG CHYE TAN ■ POH LAY TAN ■ SAW KIM TAN ■ SIEW ENG TAN ■ SIEW KEE TAN ■ SIEW KENG TAN ■ SIEW KHIM TAN ■ SIEW LENG TAN ■ SIEW TIN TAN ■ SOE HONG TAN ■ SOK SIM TAN ■ SONG LEE TAN ■ TENG TAN ■ TEO CHUA TAN ■ TIONG CHENG TAN ■ GEK TIANG TANG ■ HONG LIANG TANG ■ LAY SIM TANG ■ LENG KIEW TANG ■ GLENN M. TANIMURA ■ SUSAN L. TANK ■ BONNIE TANNER ■ HAROLD H. TANNER ■ JAMES L. TANNER ■ JERRY H. TANNHAUSER ■ BRIAN J. TANT ■ SHAHEEN M. TANTAWY ■ DIANE TAPSCOTT ■ ANTHONY T. TARANTINO ■ VALERIE TARBOX ■ ROSALBA TARQUINO ■ RONALD S. TARTER ■ SAEED TASBIHGOU ■ BETH ANN TASHJIAN ■ STACY L. TASSIO ■ JEAN-PIERRE TASTET ■ CORY G. TATUM ■ GILBERT L. TAVAREZ ■ ERNEST J. TAVAROZZI ■ PAUL A. TAVENIER ■ KEVIN TAVENNER ■ KEVIN TAVENNER ■ MARCIA M. TAVENNER ■ JEAN-CLAUDE TAVERA ■ GENE TAVIANINI ■ AI BUAY TAY ■ BEE LAN TAY ■ BOON LENG TAY ■ CHOON HUAY TAY ■ HONG TIANG TAY ■ LAY HIONG TAY ■ LE KIM TAY ■ PUAY EE TAY ■ JOHN R. TAYLOE ■ ARNOLD TAYLOR ■ CAROLYN W. TAYLOR ■ CATHERINE M. TAYLOR ■ CHARLIE V. TAYLOR ■ CONNIE J. TAYLOR ■ CORBETT TAYLOR ■ DANNY W. TAYLOR ■ DONNA M. TAYLOR ■ DONNA M. TAYLOR ■ DWIGHT J. TAYLOR ■ FRAN TAYLOR ■ GERALDINE F. TAYLOR ■ HUBERT E. TAYLOR ■ KEITH TAYLOR ■ LARRY TAYLOR ■ LOREE ANNE TAYLOR ■ MARION S. TAYLOR ■ MARY ELLEN TAYLOR ■ MONTY D. TAYLOR ■ ROBERT TAYLOR ■ STACIE TAYLOR ■ SUE C. TAYLOR ■ THOMAS TAYLOR ■ TIMOTHY TAYLOR ■ MARILYN R. TAZALLA ■ MICHAEL TCHAO ■ MICHAEL C. TCHAO ■ NOEL TE ■ DAVID TECHAU ■ EDWARD TECOT ■ BARON E. TEDDER ■ EDWARD TEENSMA ■ BRENDA H. TEEPLE ■ CHIT PIN TEH ■ LAY HOON TEH ■ MARLENE TEICHERT ■ TRACY TEICHERT ■ ALEX TEJADA ■ LORRAINE TEKAUC ■ TRACI TELLES ■ IVAN R. TEMES ■ PATRICIA A. TEMPLIN ■ BRIGITTE TENENBAUM ■ EDWARD TENG ■ GIM HIAH TENG ■ YOKE CHOU TENG ■ SHERRI D. TENNANT ■ JAMES B. TENNESSEN ■ MICHAEL E. TENNOR ■ SIEW LUAN TEO ■ YAM HWA TEO ■ DORIS TEO BOON SIN ■ LYN S. TERMEER ■ SHARON TERMEER ■ JOSEPH TERNASKY ■ MICHAEL J. TERNASKY ■ MARGARET E. TERRIAN ■ MIKE L. TERRILL ■ SANDRA TERRY ■ JAN TERWISSE ■ LAWRENCE G. TESLER ■ WENDY TESSERS ■ KY THANH THAI ■ YEW CHUNG THAM ■ LISA THEIMER ■ JOHN A. THEISS ■ RANDY THELEN ■ SHARON L. THEODOSIS ■ IVANHOE THERRIEN ■ CHRISTINE THEVENOT ■ CHIN CHOO THNG ■ DOUGLAS S. THOM ■ LINDA S. THOM ■ BENJAMIN W. THOMAS ■ BILL THOMAS ■ COLLEEN THOMAS ■ ELIN D. THOMAS ■ HELEN M. THOMAS ■ JAMES W. THOMAS ■ JEFFERY D. THOMAS ■ PAM A. THOMAS ■ SHEILA THOMAS ■ TIMOTHY S. THOMAS ■ WENDY L. THOMAS ■ YVES THOMAS-GERARD ■ IAN THOMASON ■ ROBERT A. THOMASON ■ TRISTAN THOMM ■ ANNE MARIE THOMPSON ■ BILLY G. THOMPSON ■ BRENDA THOMPSON ■ BRIAN THOMPSON ■ CHARLOTTE E. THOMPSON ■ CHRISTINE THOMPSON ■ CORRINE THOMPSON ■ DANIEL THOMPSON ■ GARY THOMPSON ■ JONATHAN O. THOMPSON ■ KIM A. THOMPSON ■ LAURENCE A. THOMPSON ■ MICHELLE R. THOMPSON ■ PAMELA R. THOMPSON ■ PAUL J. THOMPSON ■ RICKY D. THOMPSON ■ ROBERT J. THOMPSON ■ ROBYN L. THOMPSON ■ RUTH D. THOMPSON ■ SOLANGE J. THOMPSON ■ THOMAS S. THOMPSON ■ WILLIAM D. THOMPSON ■ GUY THOMSEN ■ CHRISTINE P. THOMSON ■ PEGGY THOMSON ■ ROGER B. THOMSON ■ DORIS JEAN THORNTON ■ DAVID THORPE ■ DON THORSON ■ SEE KONG THOW ■ KRIS THROCKMORTON ■ ROBERT G. THUNELL ■ GEORG THURINGER ■ CHERYL D. THURLBY ■ TIAN SANG TIANG ■ JO EVELYN TIBBETS ■ RICHARD A TIBERI ■ RAY TICER ■ JANET L. TIDWELL ■ DESMOND TIERNEY ■ FREDERICK W. TIERNEY ■ SIMON TIERNEY ■ CHERYL ANN TIESO ■ DEBORAH TIESSEN ■ MINH T. TIEU ■ GISELA TIJMSTRA ■ ANTOINETTE TILL ■ BOBBY R. TILLEY ■ JULIE A. TILTON ■ TRACY A. TIMASHENKA ■ PATRICIA TIMMINS ■ JERRY TIMMONS ■ MICHAEL TIMMONS ■ JOSEPHINE TIMONEY ■ LINDA TIMONEY ■ PAT E. TIMS ■ FRED L. TINKER ■ SHARON J. TINOCO ■ MICHELLE TISOR ■ PATRICK TISSIER ■ GARRY D. TITZE ■ DAVID TITZLER ■ HOI TJOENG ■ CHEE HEAH TNG ■ BOBBY TODA ■ ANGELA TODD ■ CAROLYN J. TODD ■ LISA TODD ■ R. WARNE TODD ■ TOM N. TOEDTMAN ■ SUSAN TOENISKOETTER ■ BRUCE TOGNAZZINI ■ GIORGIO TOGNETTI ■ AH TIEW TOH ■ BEE ENG TOH ■ BEE GEOK TOH ■ BOON KHENG TOH ■ CHAI NGOH TOH ■ CHEN TEE TOH ■ GEK HWA TOH ■ KENG KHEE TOH ■ LAY GEOK TOH ■ LEY KIOW TOH ■ YEW KIN TOH ■ ROXANNE TOHER ■ GEK HUAY TOK ■ LAY YOCK TOK ■ SOH CHIN TOK ■ DENISE A. TOLAN ■ NINA TOLENTINO ■ ARTHUR E. TOLMAN ■ DENNIS TOLOMEI ■ DANA TOM ■ DORA L. TOM ■ JOHN G. TOM ■ TONI M. TOMACCI ■ JENNIFER A. TOMAL ■ ANNAROSA TOMASI ■ MARGARET B. TOMASSON ■ ANTHONY WILLIAM TOMKYS ■ DANNY TOMLIN ■ PATRICIA A. TOMLINSON ■ RICHARD TOMPANE ■ SANDRA L. TOMPKINS ■ SUSAN TOMPKINS ■ TONY M. TOMPKINS ■ DAN TONG ■ PETER C. TONNESEN ■ SUE TOORANS ■ SJOO TORBJORN ■ MICHAEL T. TORGERSEN ■ SVEN-BERTIL TORNKVIST ■ ANTHONY TORO ■ PATRICIA TORPEY ■ ANDREA TORRES ■ DANIEL TORRES ■ FRANCES TORRES ■ LARRY E. TORRES ■ RICK J. TORRES ■ RUBEN L. TORRES ■ SANDY TORRES ■ LESLIE E. TORVIK ■ DAVID L. TOTTLE ■ JOHN P. TOUGHER ■ MOHAMMED TOUM ■ KELLY TOVAR ■ MICHELLE TOVAR ■ ORALIA TOVER ■ LARRY TOW ■ JANICE TOWNLEY ■ RONNIE TOWNSEND ■ THOMAS M. TOWNSEND ■ DAVID TOWNSLEY ■ SUNAO TOYODA ■ RONALD R. TRAER ■ BARBARA TRAMMELL ■ ANH-TU TRAN ■ BUI THI TRAN ■ GIANG LONG TRAN ■ HOANG TRAN ■ HUE THI TRAN ■ HUNG TRAN ■ KINH TRAN ■ LAM H. TRAN ■ LAN THI TRAN ■ LIEU T. TRAN ■ LUC T. TRAN ■ MARIE-FRANCE TRAN ■ MINH-TAM TRAN ■ MY-NGOC TRAN ■ SAU PHAM TRAN ■ SON TRAN ■ TRANG D. TRAN ■ TRUNG ANH TRAN ■ TUAN ANH TRAN ■ WILLIAM D. TRAUTMAN JR. ■ KATHLEEN A. TRAVERS ■ N. SCOT TREADWELL ■ RICHARD C. TREAT ■ PEGGY TREDER ■ DOUGLAS L. TREE ■ RICHARD E. TREFF ■ RALPH P. TREFNEY ■ SUSANNE TREIMER ■ JAIME TREJO ■ KAREN LEE TREMAYNE ■ DENIS TRENIER ■ DENISE E. TREPANIER ■ EDWARD TREROTOLA ■ LYNN M. TRESSLER ■ DONNA M. TRESSNER ■ JAMES R. TREZZO ■ ERIC TRIBBLE ■ GUY L. TRIBBLE ■ TONIA D. TRILLO ■ CYNTHIA TRIMBLE ■ SHERI TRIMMER ■ BIEN DINH TRINH ■ HAI TRINH ■ MINH NGUYET TRINH ■ RICHARD P. TRINIDADE ■ COLLEEN M. TRINKO ■ ROBERT C. TRIPODI ■ JACQUES TRIPONNEY ■ ELIZABETH ANN TRIPP ■ THOMAS N. TROMBLEY ■ DENIS TROVEL ■ KRISTINE M TROYER ■ DAVID L. TRUDELL ■ SANDRA J. TRUEX ■ EDDIE L. TRUITT ■ SARA L. TRUJILLO ■ SARAH TRUMAN ■ JOHN TRUMBLE ■ BETTINA TRUNZO ■ AN Q. TRUONG ■ CUONG TRUONG ■ EM NAM TRUONG ■ HUNG V. TRUONG ■ NAM B. TRUONG ■ THI TRUONG ■ MICHAEL W. TRUSKOWSKI ■ KEITH S. TRUSSO ■ TONI D. TRYFOROS ■ LINDA REED TSIEN ■ VICTOR L. TSO ■ EUGENE TSUNO ■ TAKATOSHI TSURUTA ■ GUY TSUTSUMOTO ■ JANIS L. TUANA ■ MICHAEL M. 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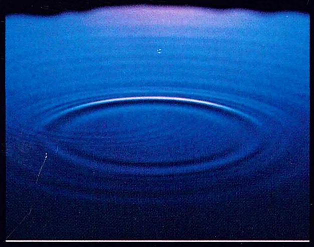

Ten years ago, something happened.
Something small. Something most people didn't notice.
But it did touch a few of us. Then a few more. And a few more.
And soon that something was spreading in all directions at once.
One ripple following another, at a faster and faster pace,
each new wave gaining more distance than the last.

And the ripples keep coming.

So Far

THE FIRST TEN YEARS OF A VISION

Apple Computer